

# Tyler Police Department Management Study

Conducted by the Texas Municipal Police Association  
June 6, 2019 – June 14, 2019



# Details of the Survey

- Survey offered to 182 sworn officers of the Tyler Police Department (some refused to provide a contact email).
- 163 sworn officers participated, comprising 89%
- Survey administered by TMPA anonymously through SurveyMonkey.com



# Details of the Survey

- The survey was comprised of 52 statements. Participants were asked to rate the statements based on the following scale:
  - Strongly Agree
  - Agree
  - No Opinion
  - Disagree
  - Strongly Disagree
- The statements are positive. Ideally, participants would all agree or strongly agree with all statements up to 100%.

# Understanding the Results

Overall  
Percentage

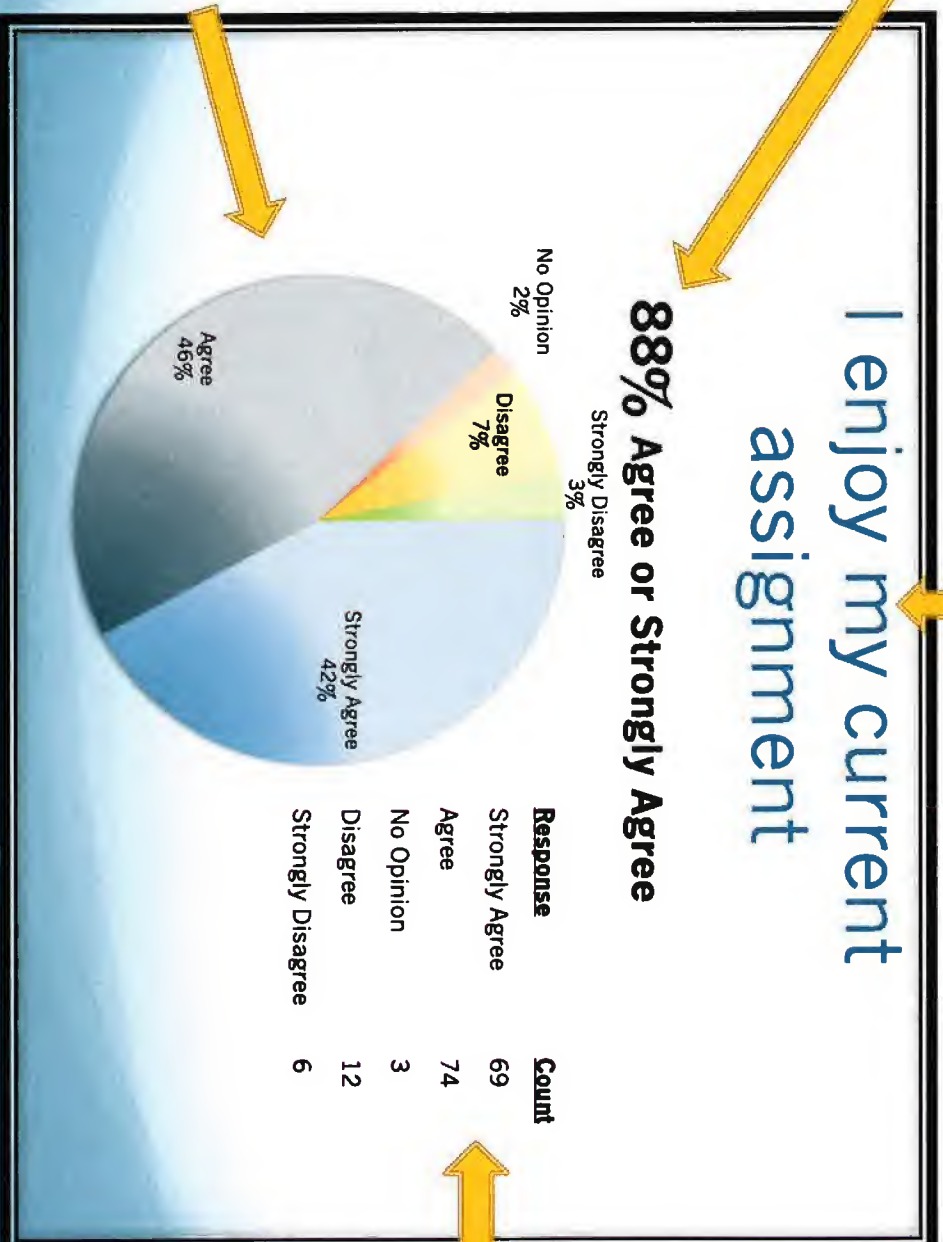
Agree/  
Strongly  
Agree;  
100% is  
Ideal

Survey Statement

I enjoy my current  
assignment

**88% Agree or Strongly Agree**

Responses  
Shown as  
Percentage



Response  
Count

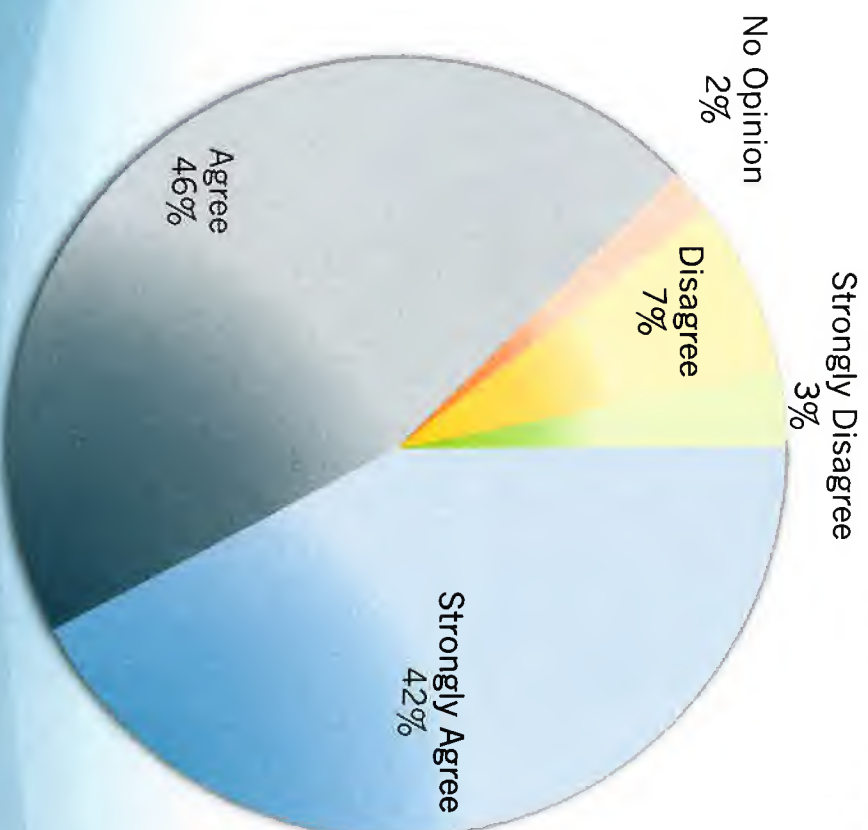


# Survey of Generalized Working Conditions, Staffing, Equipment, Pay, Assignments and Training



# I enjoy my current assignment

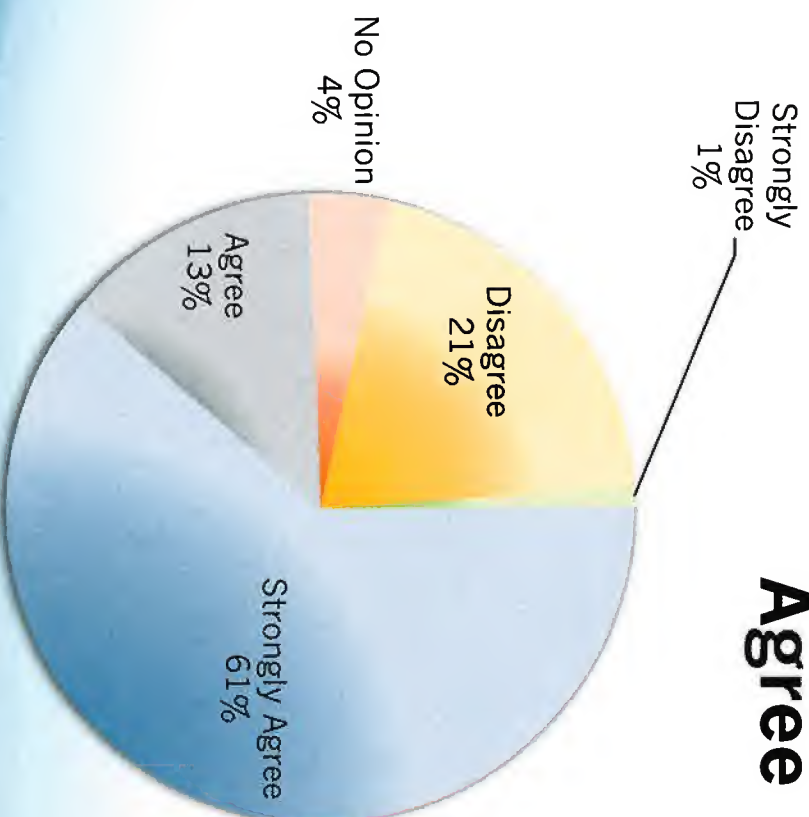
**88% Agree or Strongly Agree**



<u>Response</u>	<u>Count</u>
Strongly Agree	69
Agree	74
No Opinion	3
Disagree	12
Strongly Disagree	6

# My Duty Days and Shifts are Reasonable

**84% Agree or Strongly Agree**



<u>Response</u>	<u>Count</u>
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Strongly Agree	60
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Agree	78
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No Opinion	4
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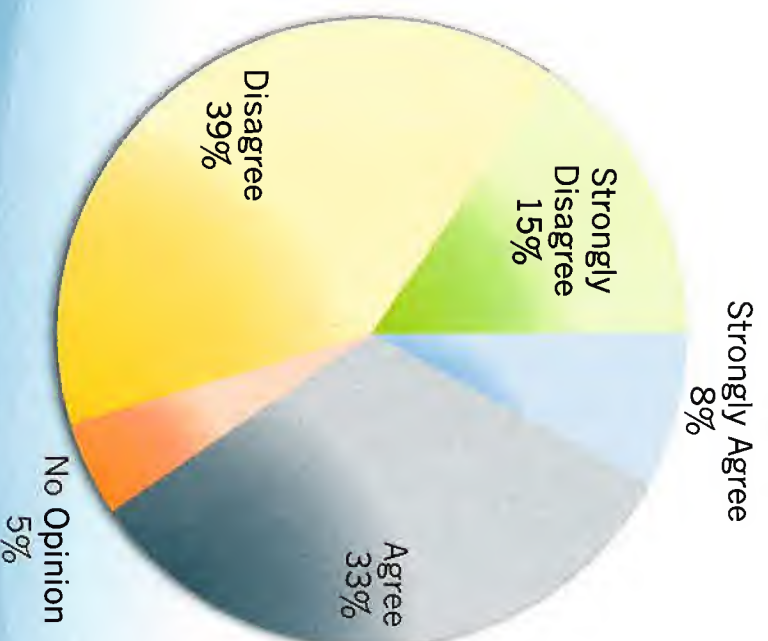
Disagree	20
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Strongly Disagree	1
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# Officers Receive Fair and Competitive Compensation

**41% Agree or Strongly Agree**



**Response**

**Count**

Strongly Agree 13

Agree 53

No Opinion 8

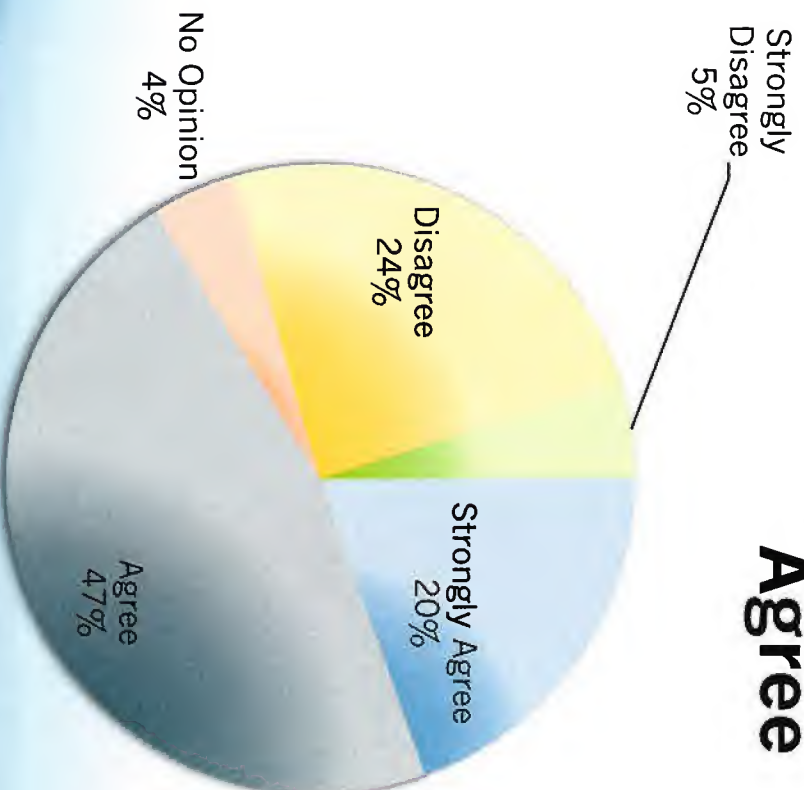
Disagree 64

Strongly Disagree 25



# Officers Receive Adequate Equipment

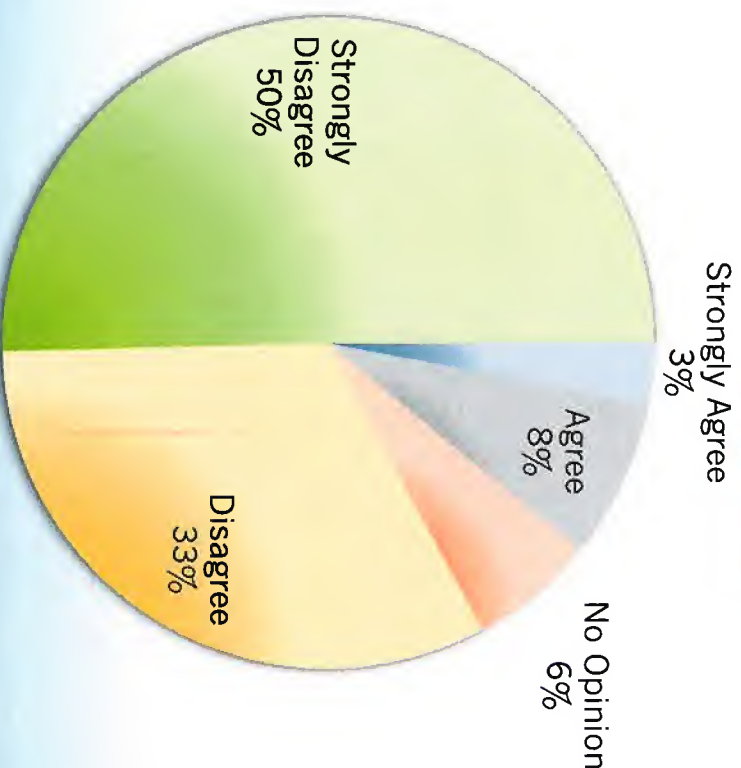
**67% Agree or Strongly Agree**



<u>Response</u>	<u>Count</u>
Strongly Agree	32
Agree	76
No Opinion	7
Disagree	40
Strongly Disagree	8

# Patrol Division is Adequately Staffed

**11% Agree or Strongly Agree**



Strongly Agree  
3%

Agree  
8%

No Opinion  
6%

Disagree  
33%

Strongly Disagree  
50%

Response

Count

Strongly Agree

5

Agree

13

No Opinion

10

Disagree

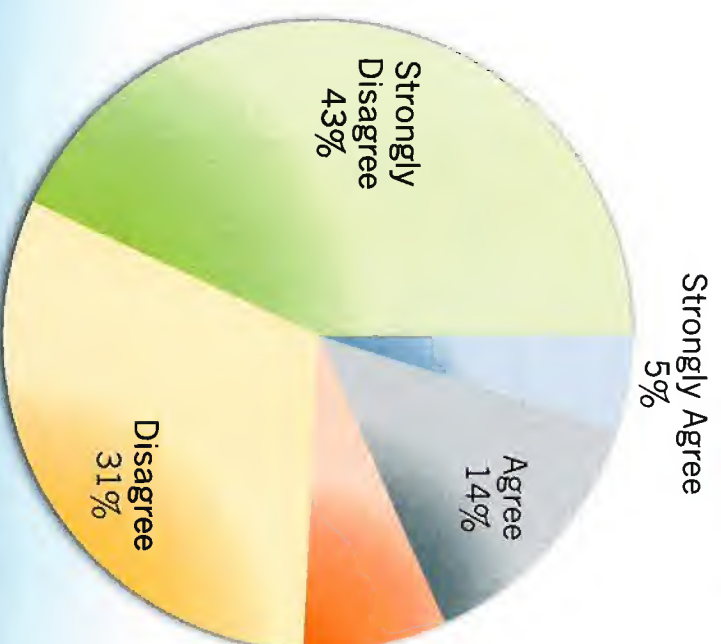
53

Strongly Disagree

82

# Minimum Staffing Levels on Patrol are Appropriate to Ensure Safety for Employees

**19% Agree or Strongly Agree**

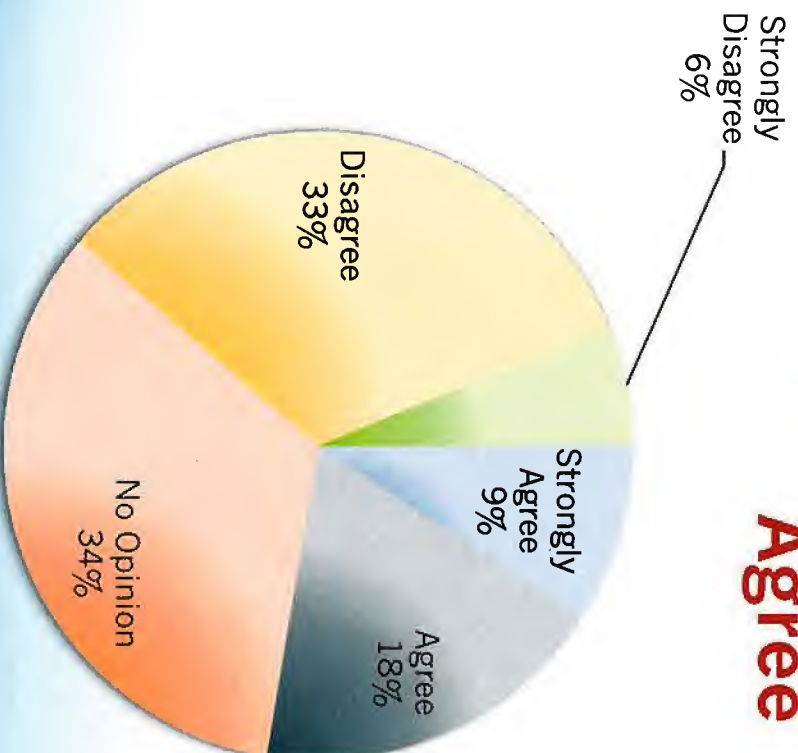


<u>Response</u>	<u>Count</u>
Strongly Agree	8
Agree	22
No Opinion	12
Disagree	51
Strongly Disagree	70



# Investigations Division is Adequately Staffed

**27% Agree or Strongly Agree**



**Response**      **Count**

Strongly Agree      15

Agree      30

No Opinion      55

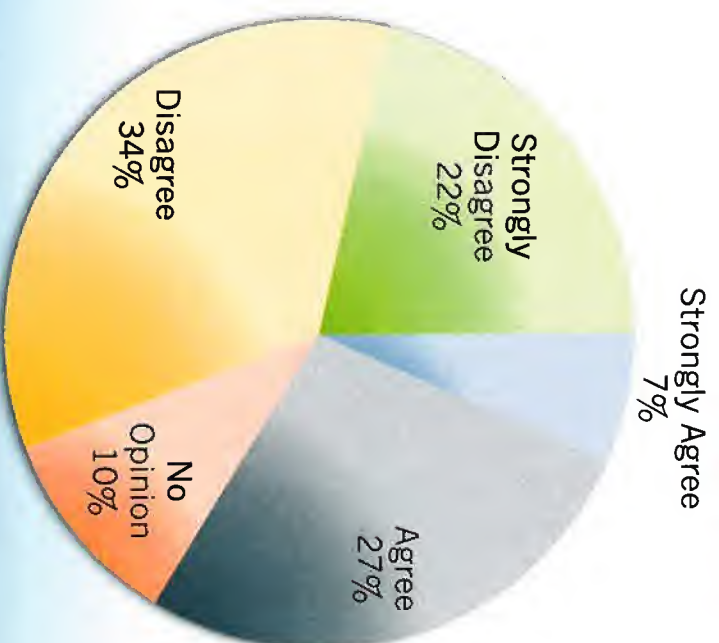
Disagree      53

Strongly Disagree      10



# Officers are Treated Fairly and Equitably

**34% Agree or Strongly Agree**



**Response**

**Count**

Strongly Agree

11

Agree

44

No Opinion

17

Disagree

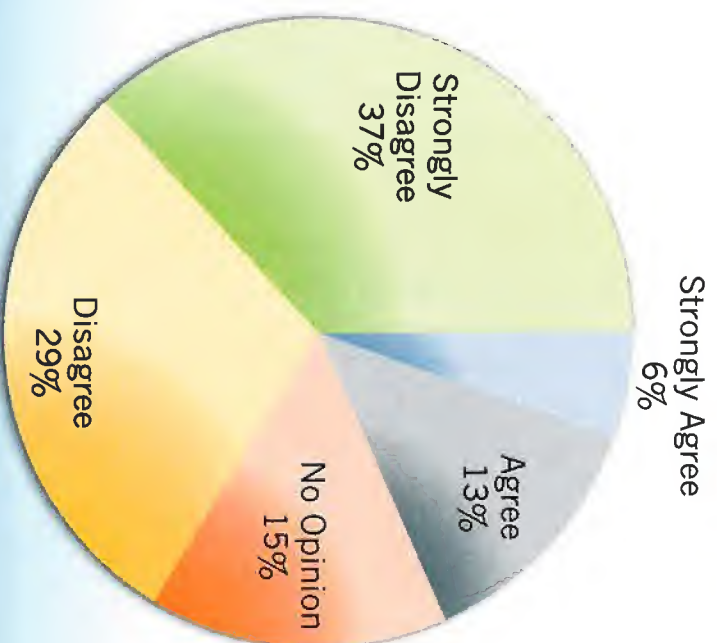
56

Strongly Disagree

35

# PD Administration Supports Employee Input

**19% Agree or Strongly Agree**



Strongly Agree  
6%

Agree  
13%

No Opinion  
15%

Disagree  
29%

Strongly  
Disagree  
37%

Response

Count

Strongly Agree

9

Agree

21

No Opinion

25

Disagree

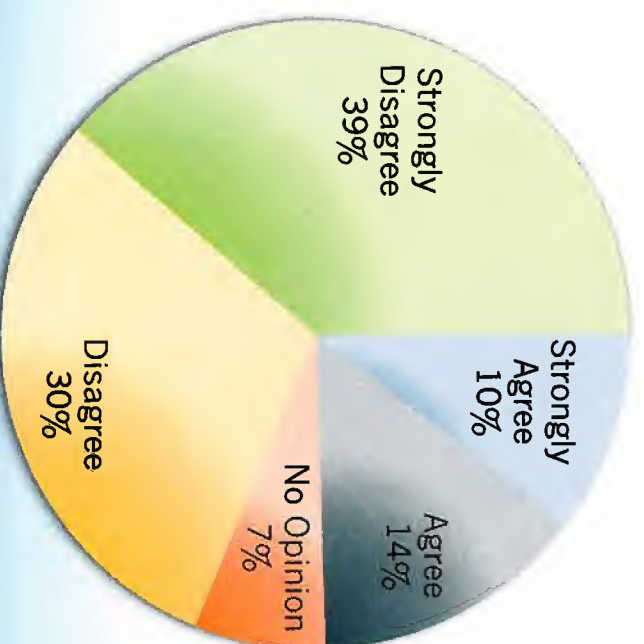
48

Strongly Disagree

60

I Have No Fear of Retaliation from  
Administration for expressing my  
opinion about concerns

**24% Agree or Strongly Agree**



<u>Response</u>	<u>Count</u>
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Strongly Agree	17
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Agree	23
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No Opinion	11
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Disagree	49
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Strongly Disagree	63
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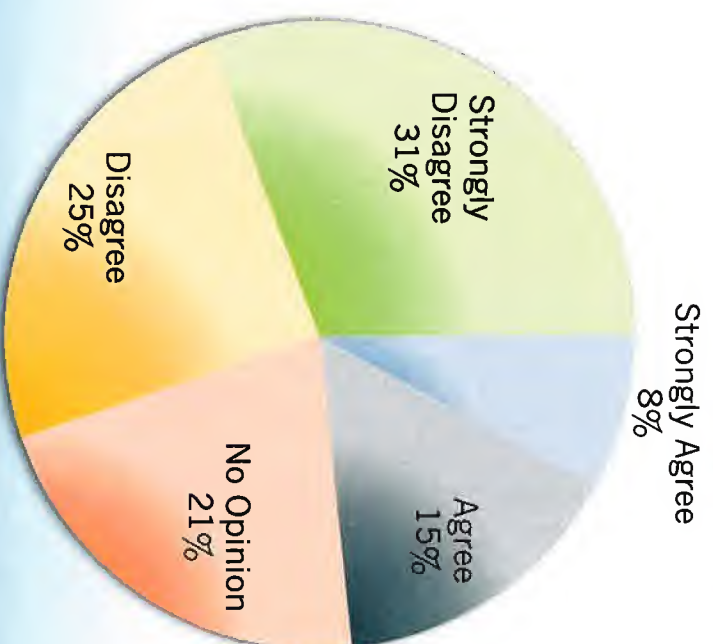
# Survey of Chief Toler's Leadership





# Chief Toler is a good manager of employees

**23% Agree or Strongly Agree**



Response Count

Strongly Agree 13

Agree 25

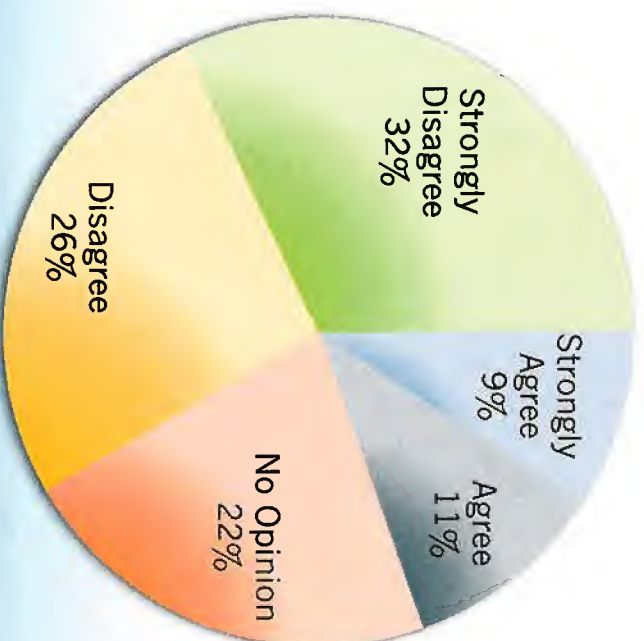
No Opinion 35

Disagree 40

Strongly Disagree 50

**Chief Toler** has made staffing decisions in the best interest of line level employees

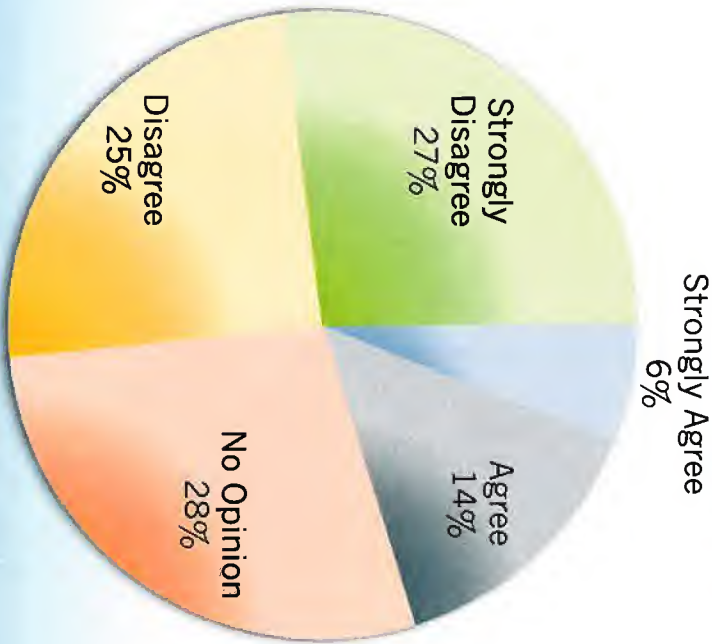
**20% Agree or Strongly Agree**



<u>Response</u>	<u>Count</u>
Strongly Agree	15
Agree	17
No Opinion	36
Disagree	43
Strongly Disagree	52

# Chief Toler regularly attends meetings and briefings

**20% Agree or Strongly Agree**



Strongly Agree  
6%

Response

Count

Strongly Agree

10

Agree

23

No Opinion

46

Disagree

40

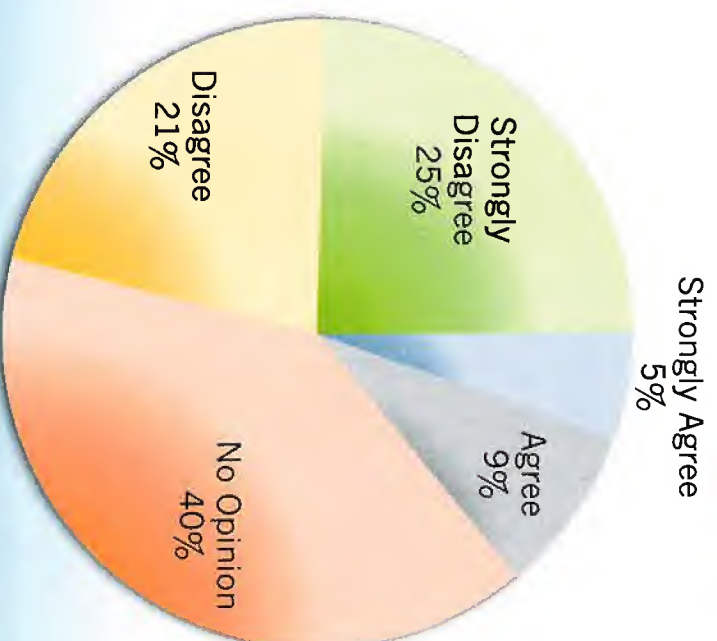
Strongly Disagree

44



# Chief Toler supports Supervisor Level Employees

**14% Agree or Strongly Agree**



Strongly Agree  
5%

Agree  
9%

Strongly Disagree  
25%

Disagree  
21%

No Opinion  
40%

Response

Count

Strongly Agree

9

Agree

14

No Opinion

65

Disagree

35

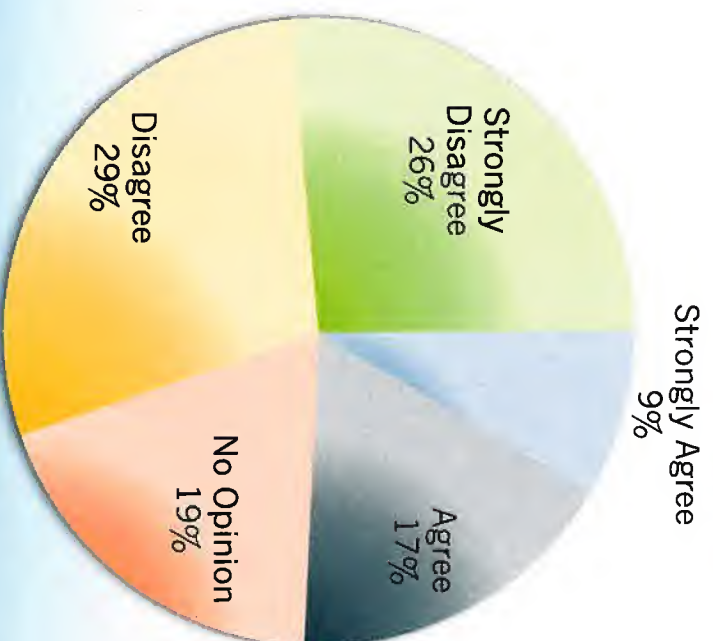
Strongly Disagree

40



# Chief Toler supports line level employees

**26% Agree or Strongly Agree**



<u>Response</u>	<u>Count</u>
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Strongly Agree	14
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Agree	28
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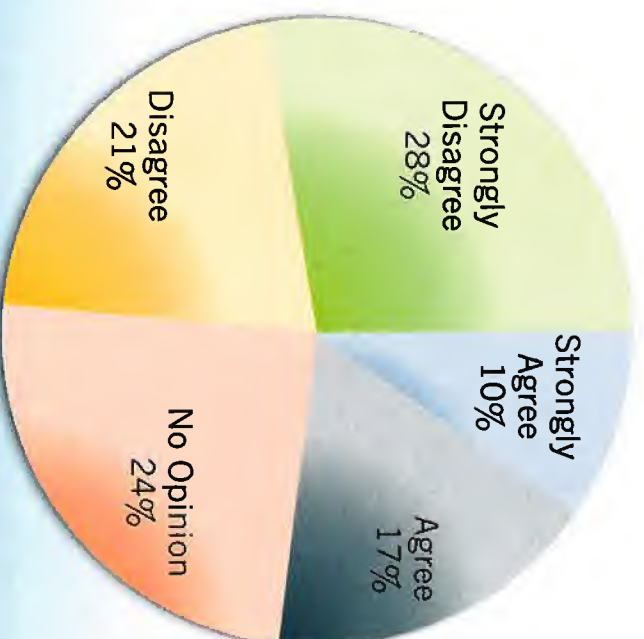
No Opinion	31
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Disagree	47
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Strongly Disagree	43
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# Chief Toler is concerned about line level employees

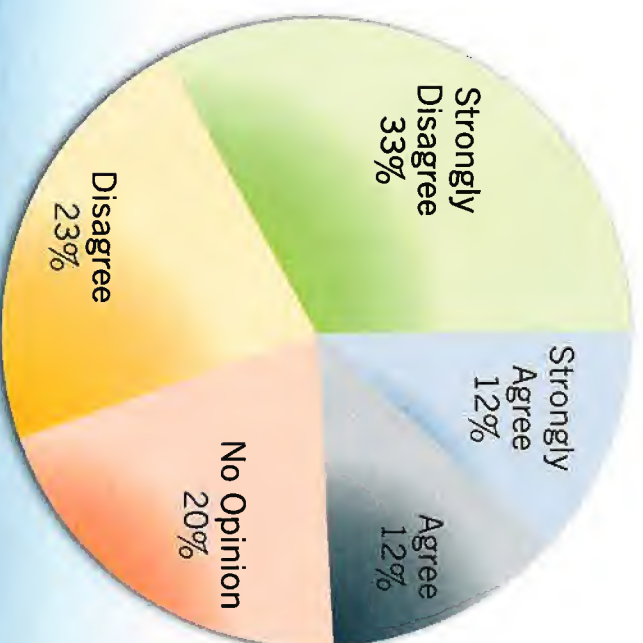
**27% Agree or Strongly Agree**



<u>Response</u>	<u>Count</u>
Strongly Agree	16
Agree	28
No Opinion	40
Disagree	34
Strongly Disagree	45

I have full confidence in **Chief Toler's** ability to lead to lead the department into the future

**24% Agree or Strongly Agree**



<u>Response</u>	<u>Count</u>
Strongly Agree	19
Agree	20
No Opinion	33
Disagree	38
Strongly Disagree	53



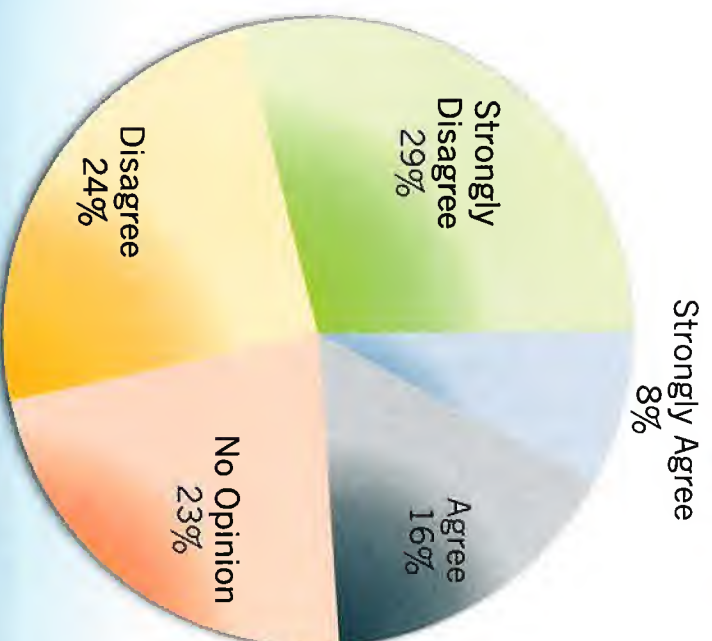
# Survey of Assistant Chief Jacks's Leadership





# Asst. Chief Jacks is a good manager of employees

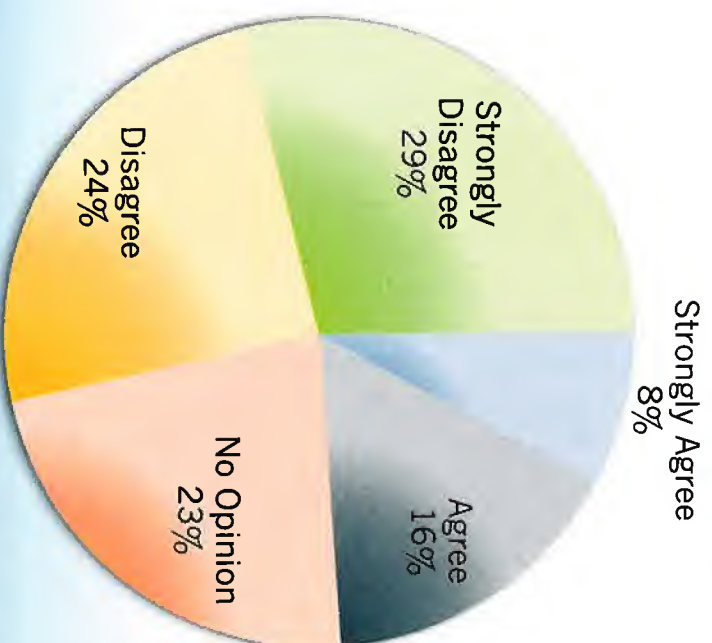
**24% Agree or Strongly Agree**



<u>Response</u>	<u>Count</u>
Strongly Agree	13
Agree	26
No Opinion	37
Disagree	40
Strongly Disagree	47

# Asst. Chief Jacks is a good manager of employees

**24% Agree or Strongly Agree**



<u>Response</u>	<u>Count</u>
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Strongly Agree	13
----------------	----

Agree	26
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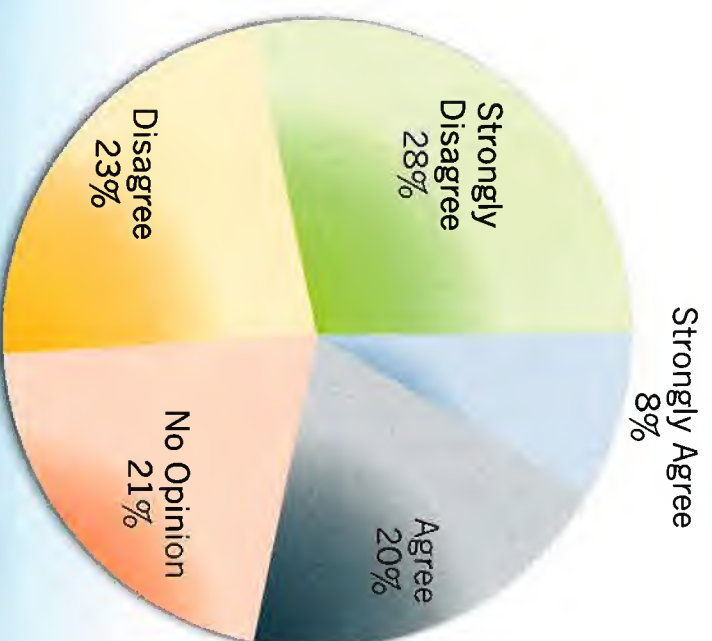
No Opinion	37
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Disagree	40
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Strongly Disagree	47
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# Asst. Chief Jacks is concerned about line level employees

**28% Agree or Strongly Agree**



**Response**

**Count**

Strongly Agree 14

Agree 32

No Opinion 34

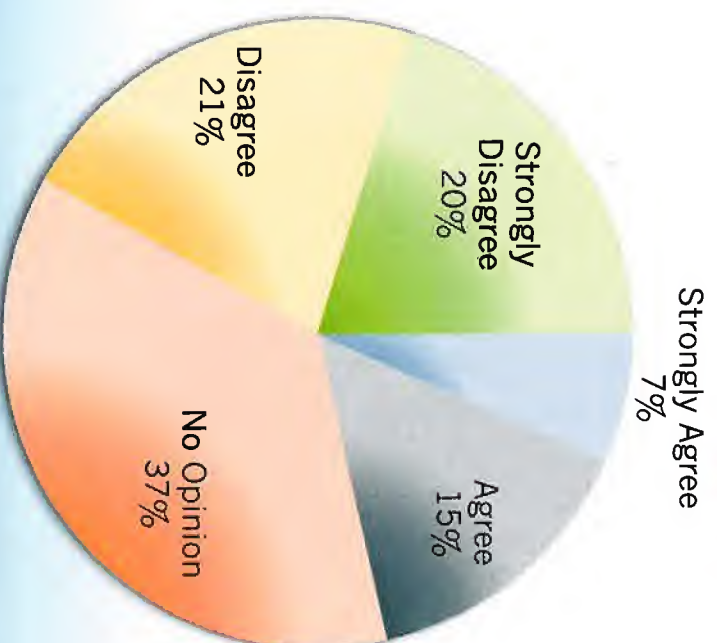
Disagree 37

Strongly Disagree 46



# Asst. Chief Jacks regularly attends meetings and briefings

**22% Agree or Strongly Agree**



**Response**

**Count**

Strongly Agree

11

Agree

24

No Opinion

60

Disagree

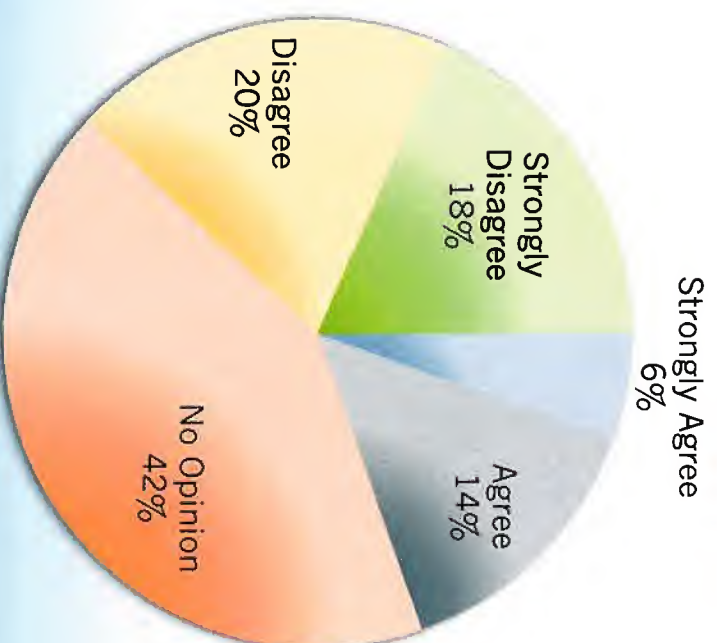
35

Strongly Disagree

33

# Asst. Chief Jacks supports Supervisor Level Employees

**20% Agree or Strongly Agree**



Strongly Agree  
6%

Response

Count

Strongly Agree

9

Agree

23

No Opinion

69

Disagree

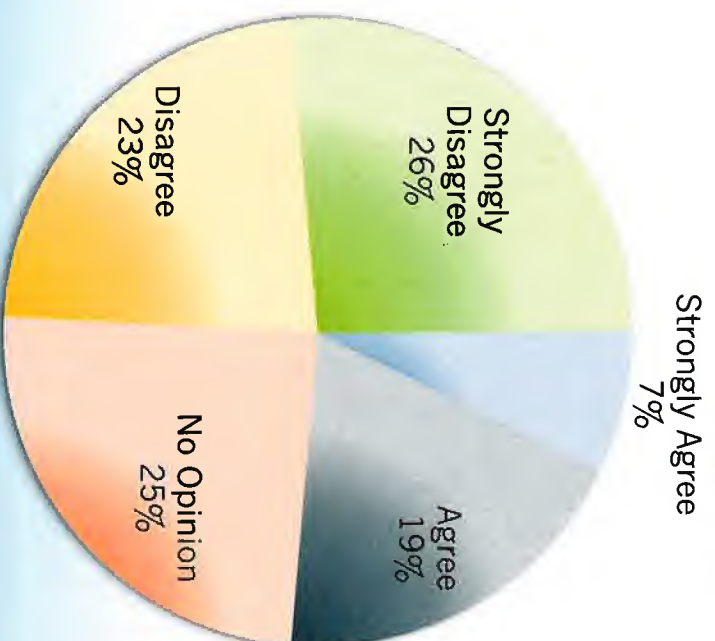
32

Strongly Disagree

30

# Asst. Chief Jacks supports line level employees

**26% Agree or Strongly Agree**



Strongly Agree  
7%

Response

Count

Strongly Agree

12

Agree

31

No Opinion

40

Disagree

37

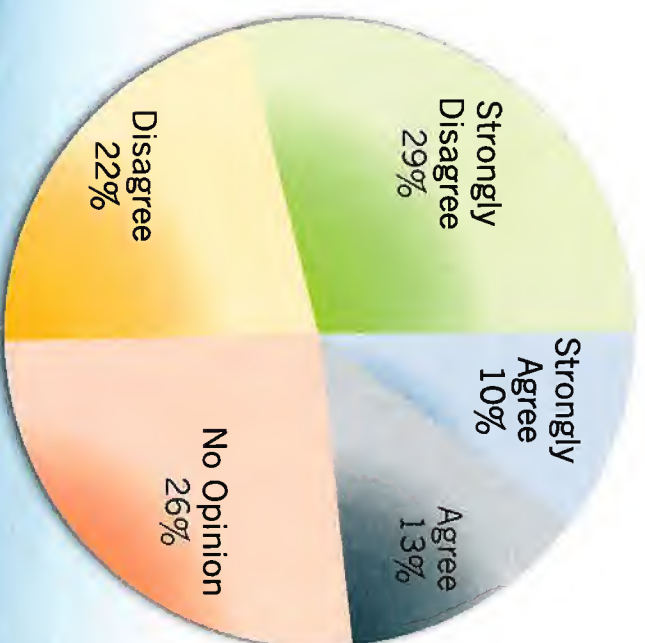
Strongly Disagree

43



I have full confidence in **Asst. Chief Jack's** ability to lead to lead the department into the future

**23% Agree or Strongly Agree**



<u>Response</u>	<u>Count</u>
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Strongly Agree	17
----------------	----

Agree	21
-------	----

No Opinion	43
------------	----

Disagree	35
----------	----

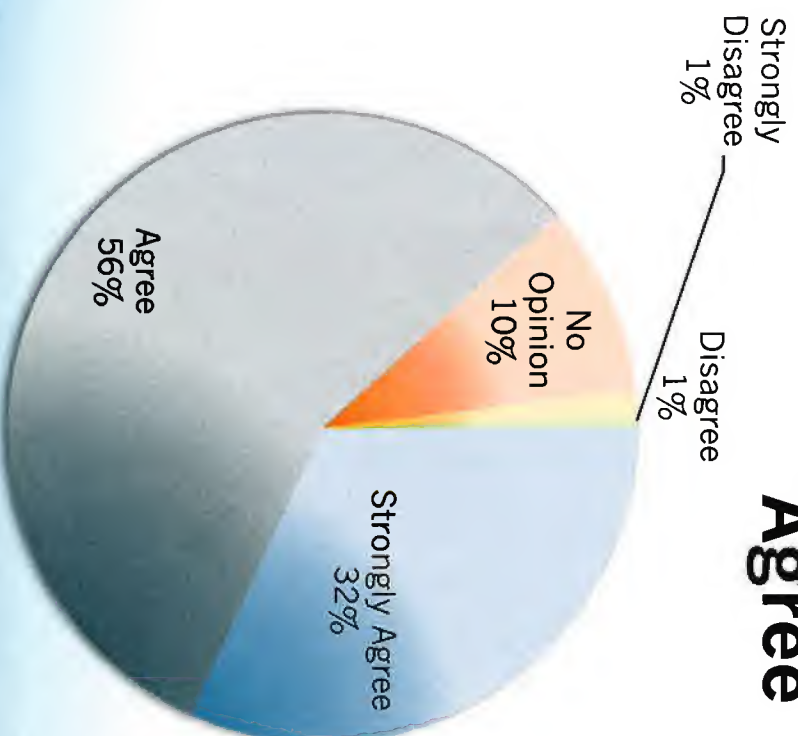
Strongly Disagree	47
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# Survey of Assistant Chief Long's Leadership



# Asst. Chief Long is a good manager of employees

**88% Agree or Strongly Agree**



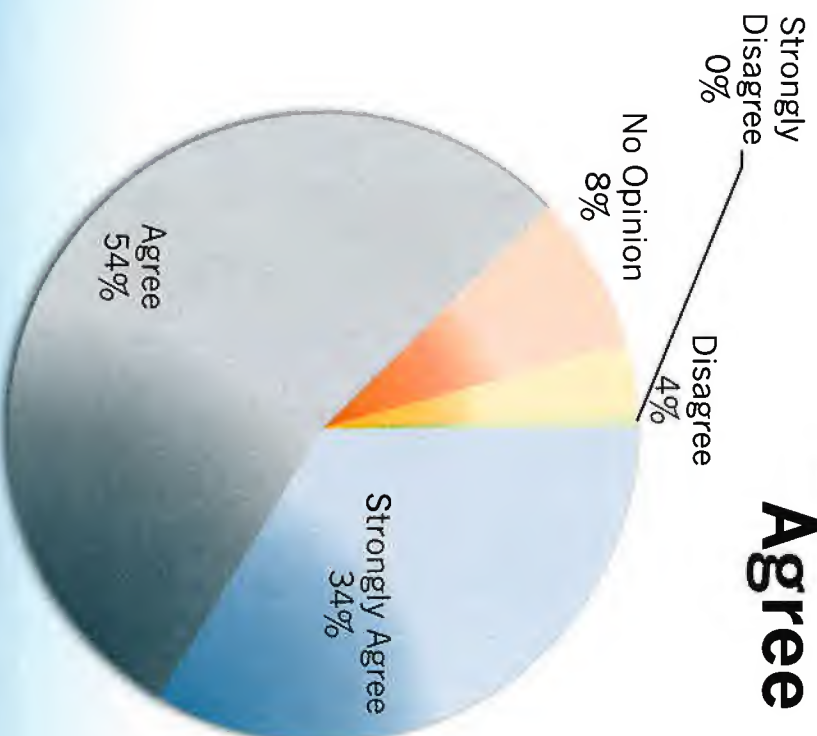
<u>Response</u>	<u>Count</u>
Strongly Agree	52
Agree	92
No Opinion	16
Disagree	2
Strongly Disagree	1



# Asst. Chief Long is concerned about line level employees

**88% Agree or Strongly**

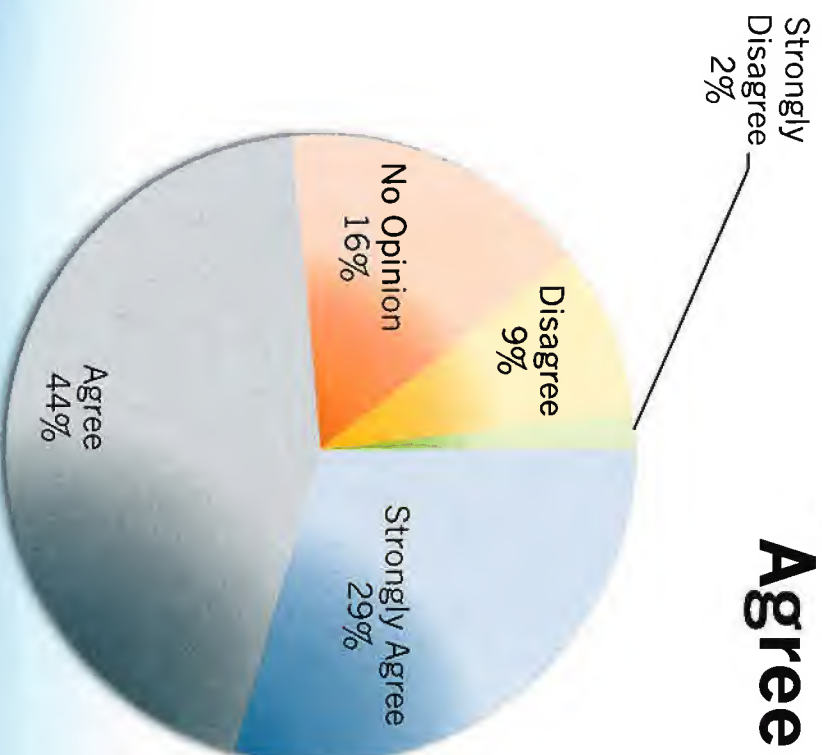
**Agree**



<u>Response</u>	<u>Count</u>
Strongly Agree	55
Agree	88
No Opinion	13
Disagree	6
Strongly Disagree	1

# Asst. Chief Long regularly attends meetings and briefings

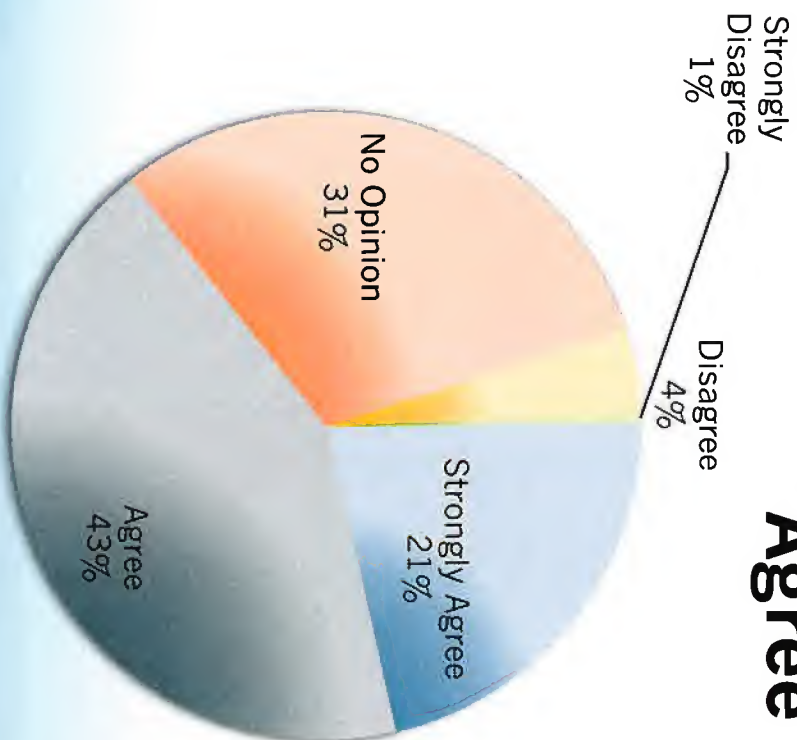
**73% Agree or Strongly Agree**



<u>Response</u>	<u>Count</u>
Strongly Agree	48
Agree	72
No Opinion	26
Disagree	14
Strongly Disagree	3

# Asst. Chief Long supports Supervisor Level Employees

**66% Agree or Strongly Agree**

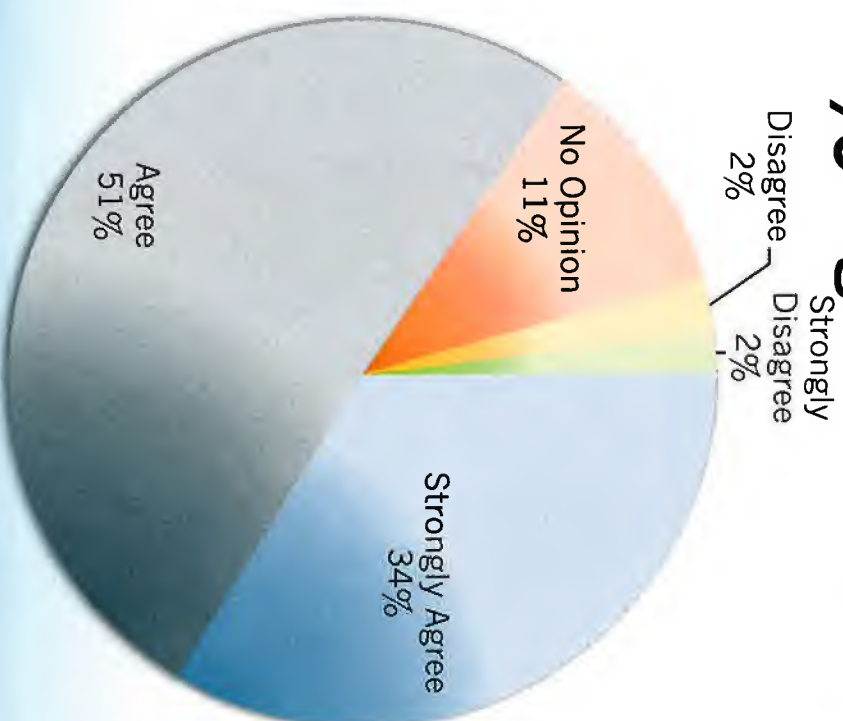


<u>Response</u>	<u>Count</u>
Strongly Agree	35
Agree	70
No Opinion	50
Disagree	7
Strongly Disagree	1



# Asst. Chief Long supports line level employees

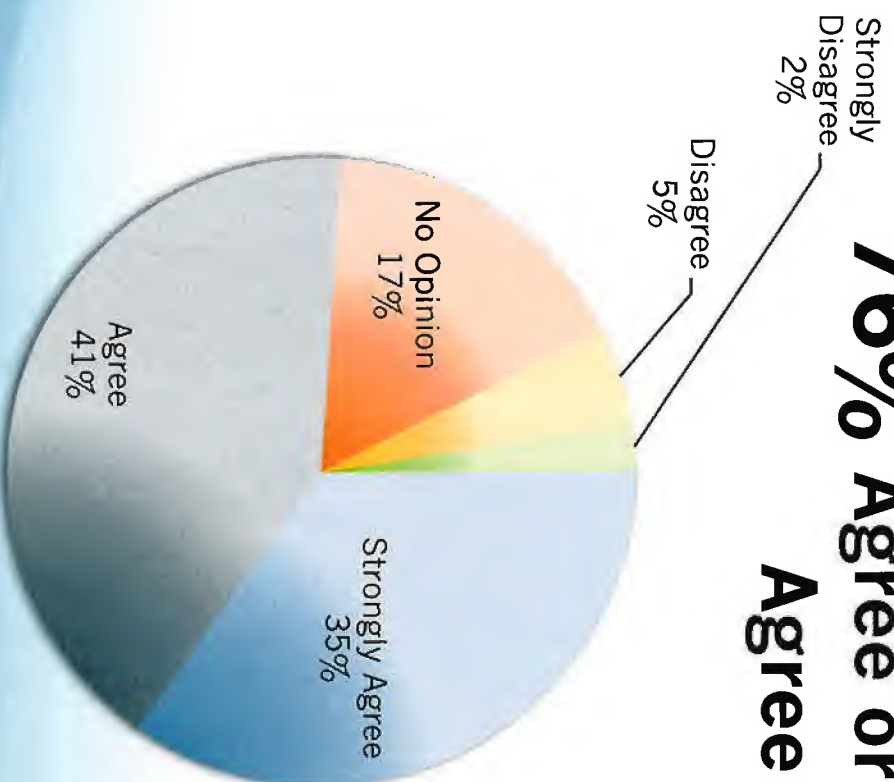
**84% Agree or Strongly Agree**



<u>Response</u>	<u>Count</u>
Strongly Agree	55
Agree	83
No Opinion	18
Disagree	4
Strongly Disagree	3

I have full confidence in **Asst. Chief Long's** ability to lead the department into the future

**76% Agree or Strongly Agree**



<u>Response</u>	<u>Count</u>
Strongly Agree	57
Agree	67
No Opinion	27
Disagree	8
Strongly Disagree	4

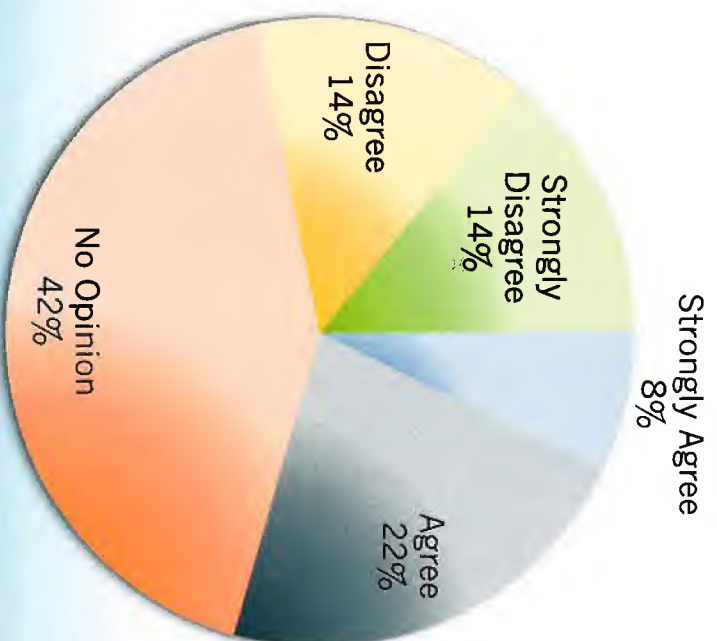
# Survey of *Assistant Chief* Yates's Leadership





# Asst. Chief Yates is a good manager of employees

**30% Agree or Strongly Agree**



**Response**

**Count**

Strongly Agree 12

Agree 36

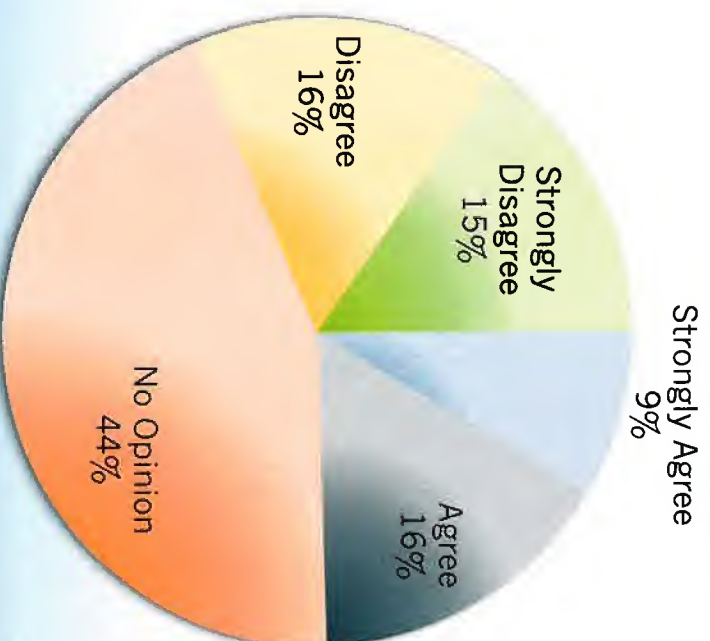
No Opinion 69

Disagree 23

Strongly Disagree 23

# Asst. Chief Yates is concerned about line level employees

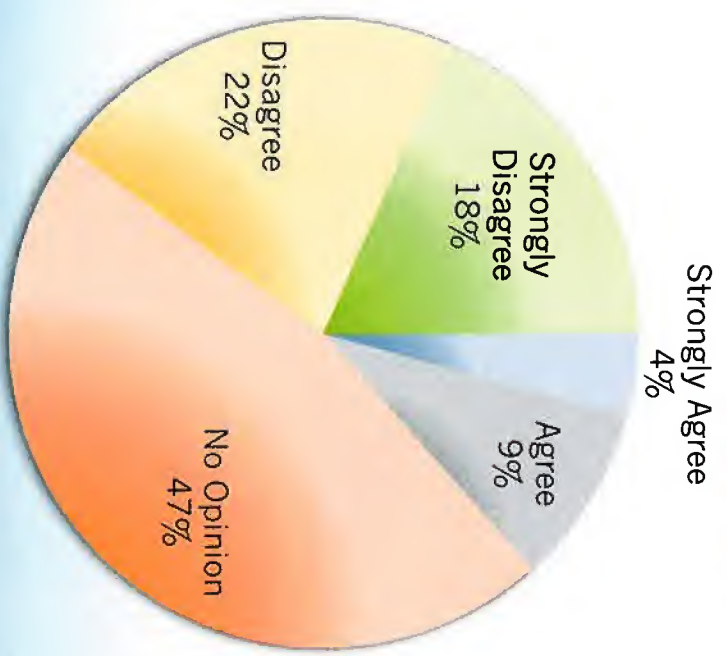
**25% Agree or Strongly Agree**



<u>Response</u>	<u>Count</u>
Strongly Agree	14
Agree	26
No Opinion	72
Disagree	26
Strongly Disagree	25

# Asst. Chief Yates regularly attends meetings and briefings

13% Agree or Strongly Agree

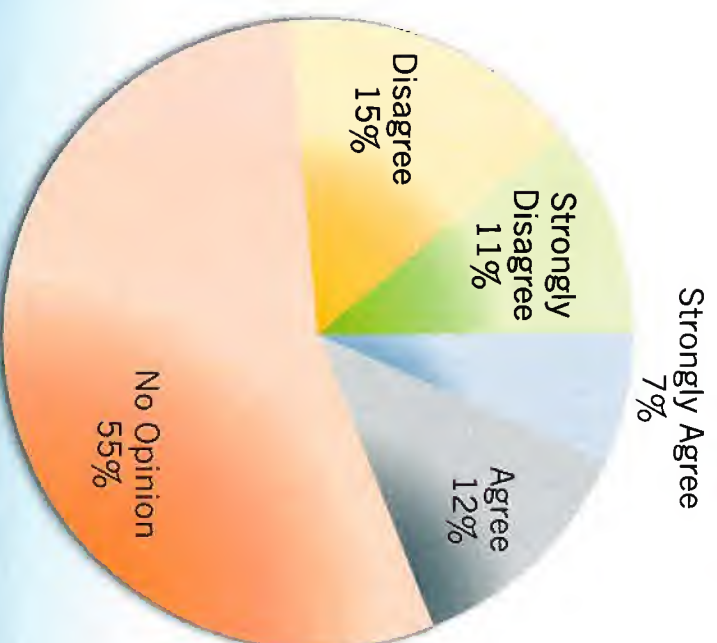


<u>Response</u>	<u>Count</u>
Strongly Agree	7
Agree	15
No Opinion	76
Disagree	35
Strongly Disagree	30



# Asst. Chief Yates supports Supervisor Level Employees

**19% Agree or Strongly Agree**



Strongly Agree

7%

Strongly Disagree

11%

Disagree

15%

Agree

12%

No Opinion

55%

Response

Count

Strongly Agree

11

Agree

20

No Opinion

89

Disagree

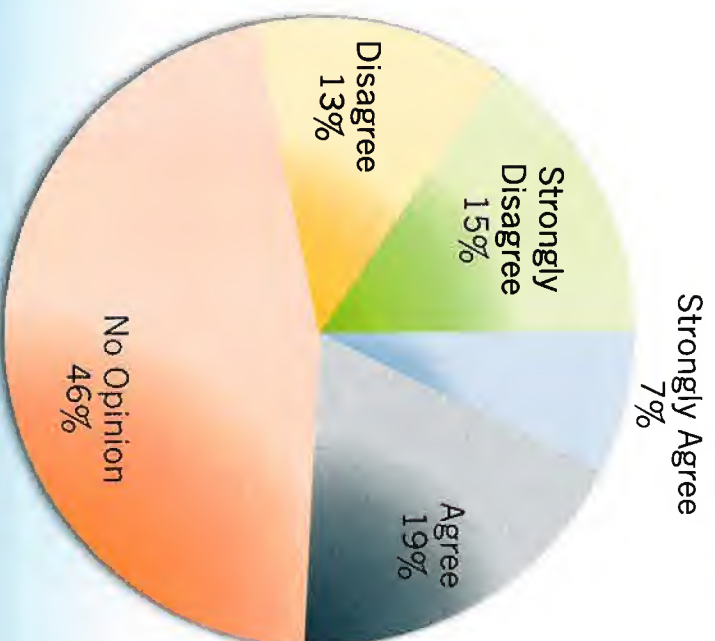
25

Strongly Disagree

18

# Asst. Chief Yates supports line level employees

**26% Agree or Strongly Agree**



**Response**

**Count**

Strongly Agree

12

Agree

30

No Opinion

75

Disagree

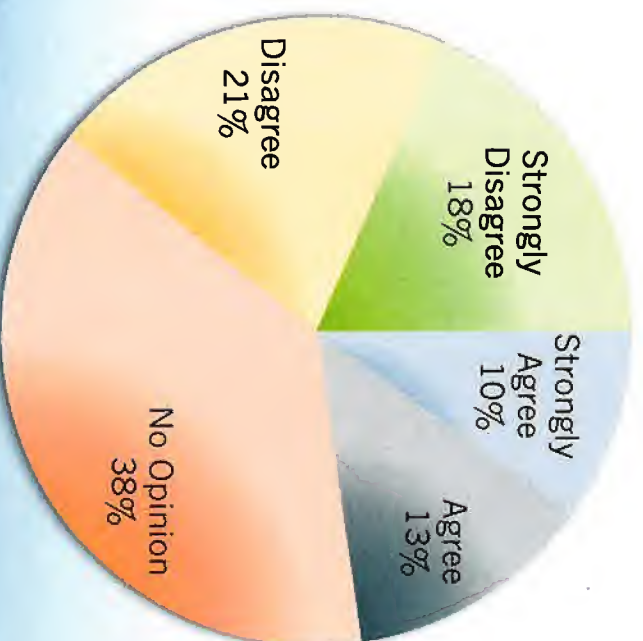
21

Strongly Disagree

25

I have full confidence in **Asst. Chief Yates'** ability to lead to lead the department into the future

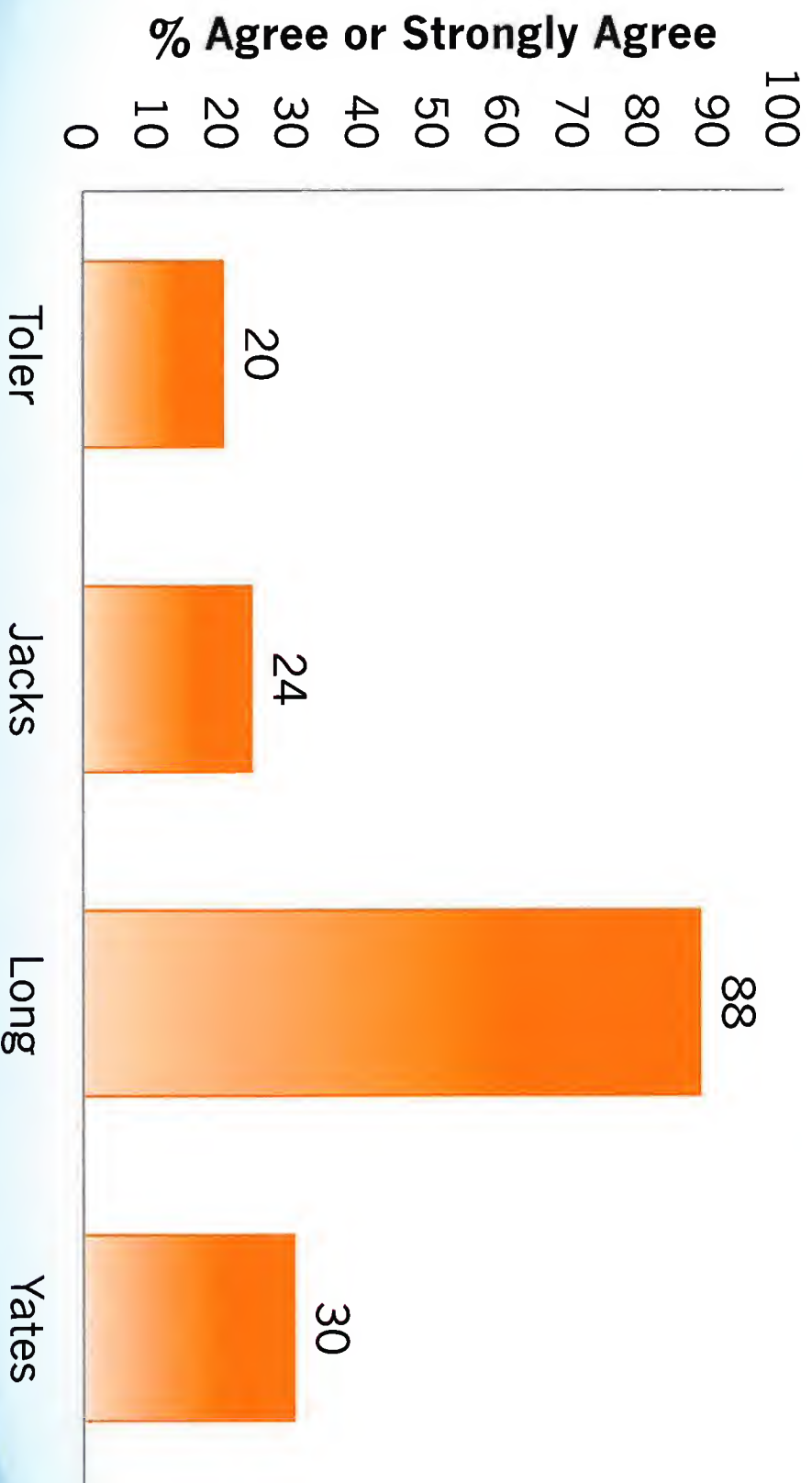
**23% Agree or Strongly Agree**



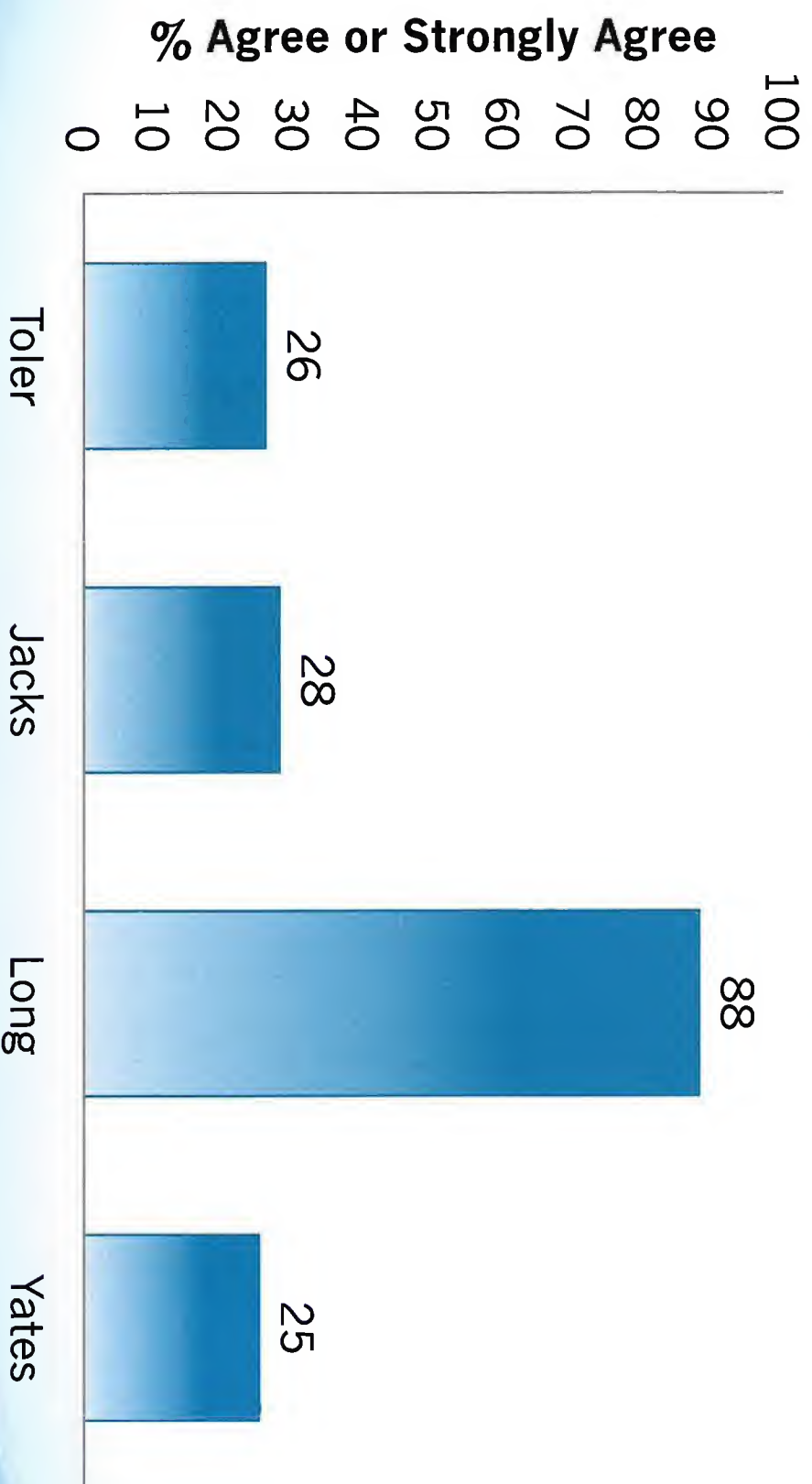
<u>Response</u>	<u>Count</u>
Strongly Agree	16
Agree	21
No Opinion	62
Disagree	34
Strongly Disagree	30



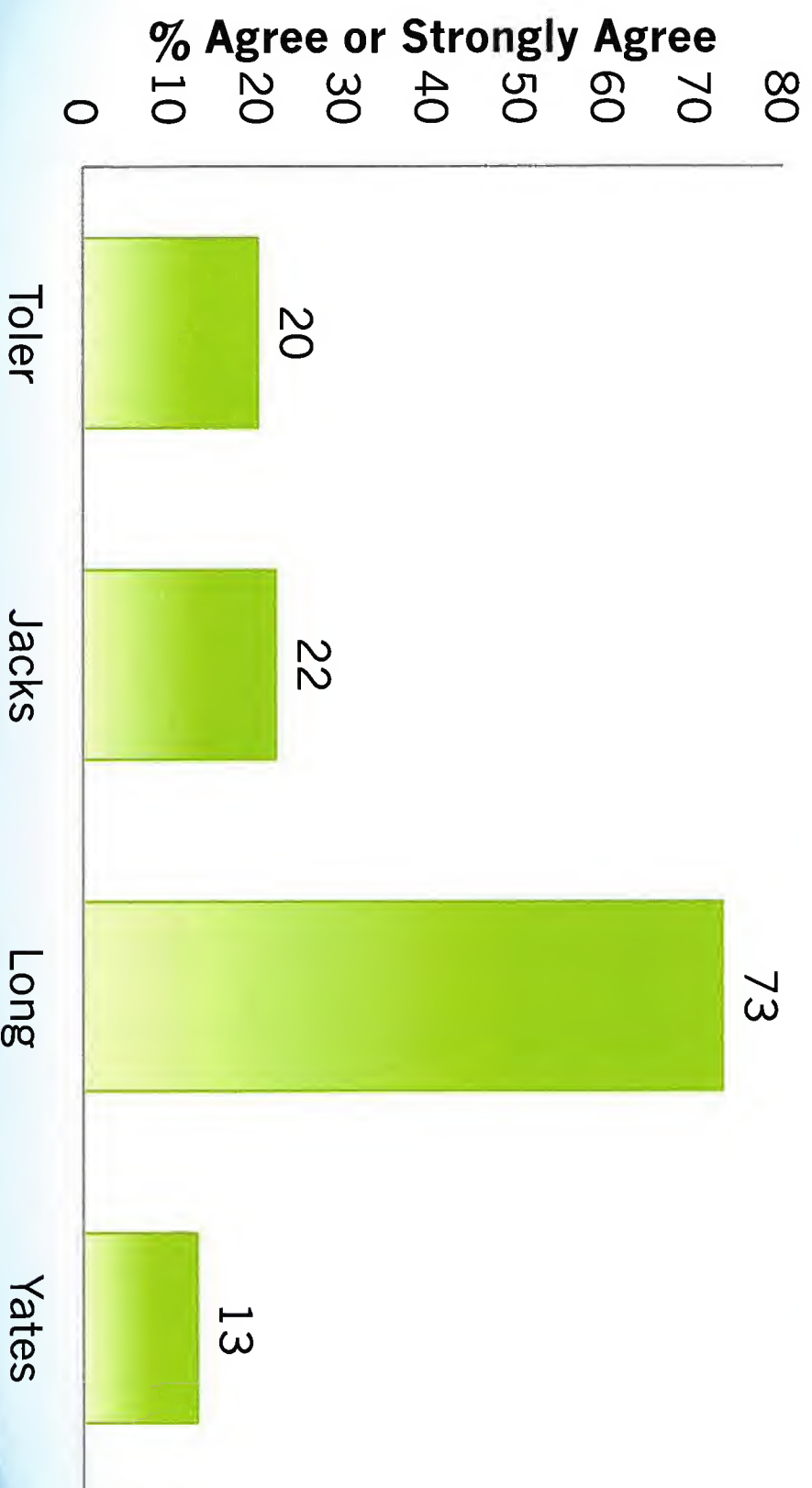
# Chief Comparison: Good Manager of Employees



# Chief Comparison: Concerned about Line Level Employees

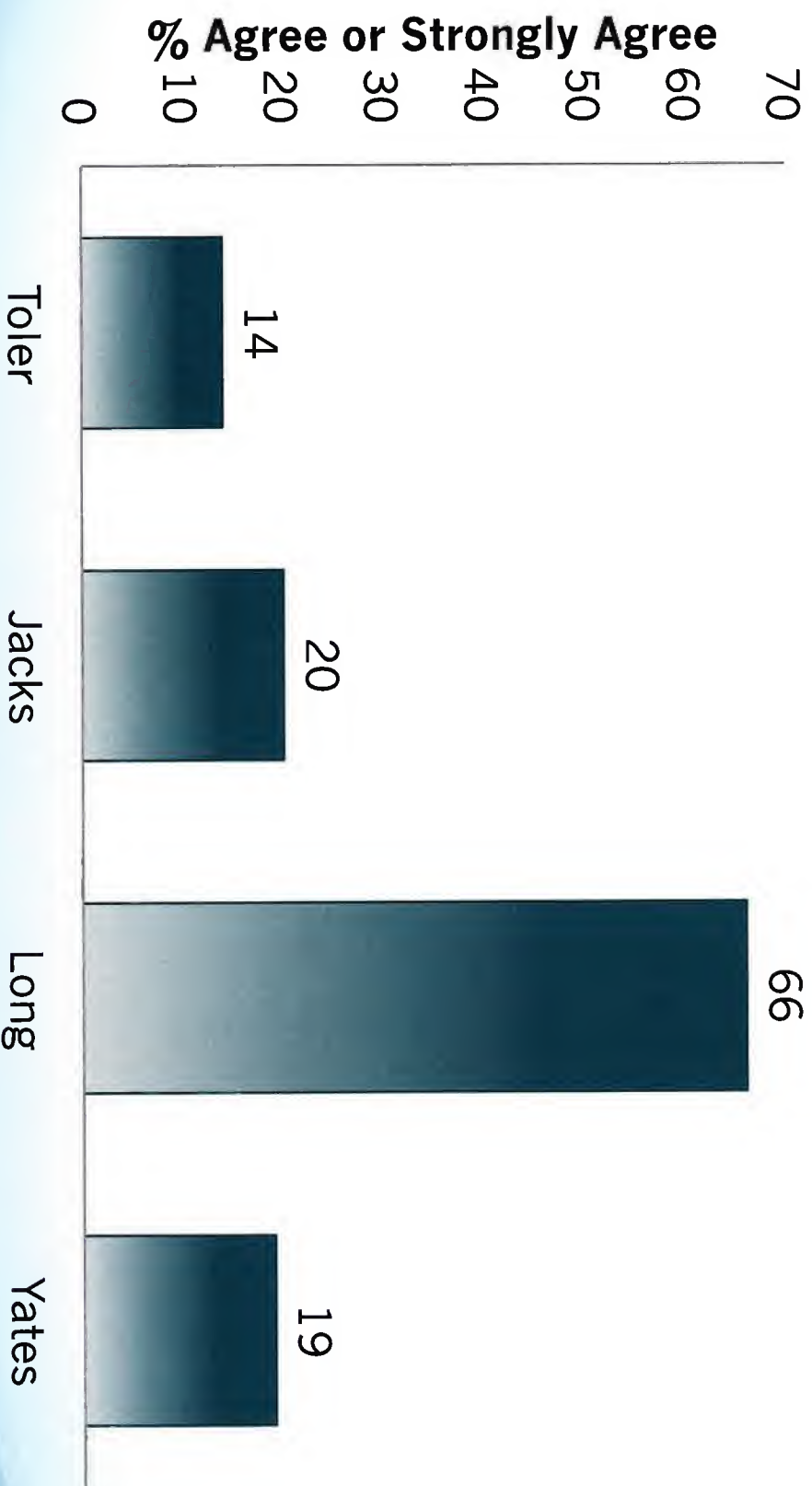


# Chief Comparison: Regularly Attends Meetings/Briefings

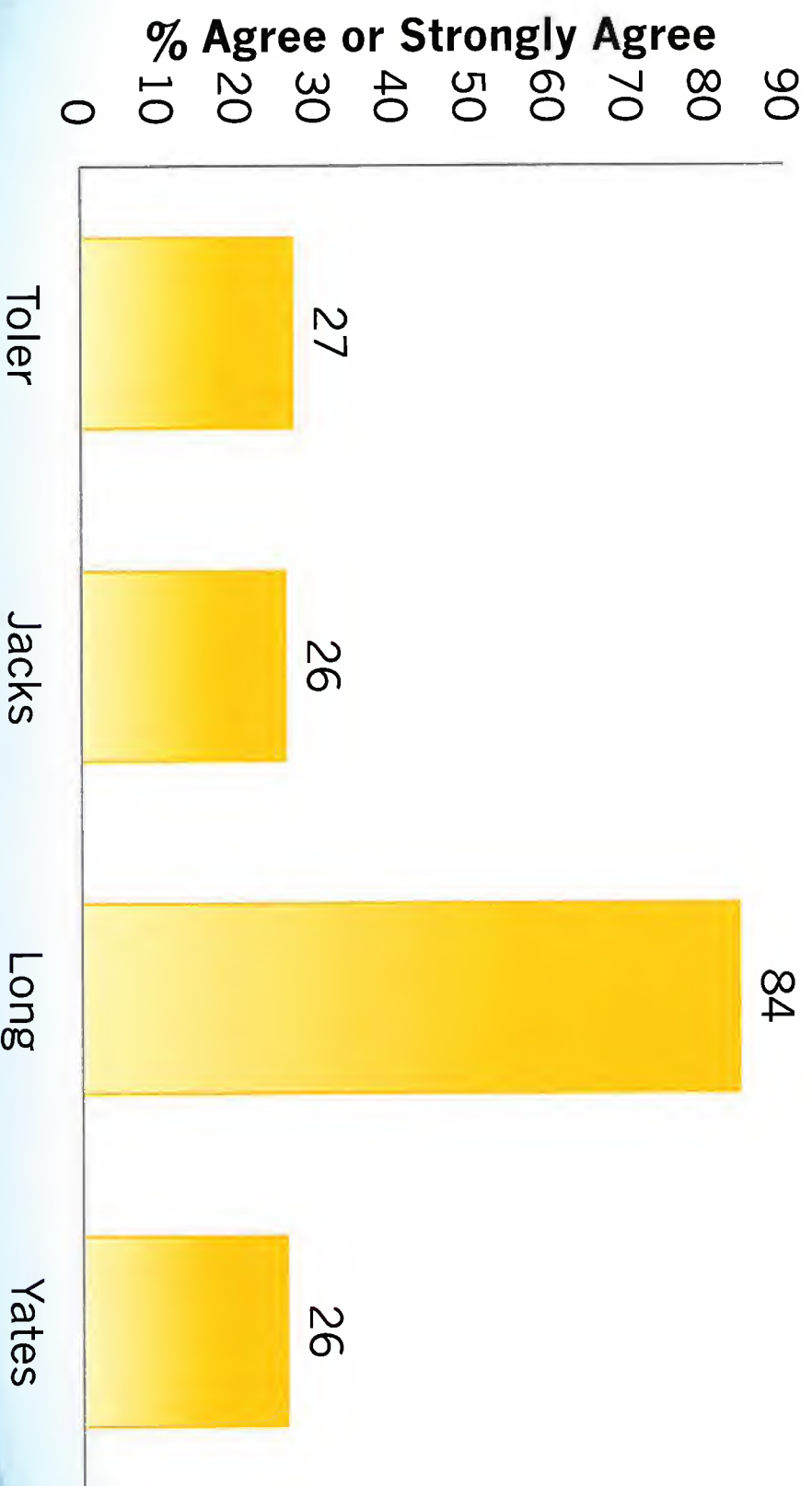




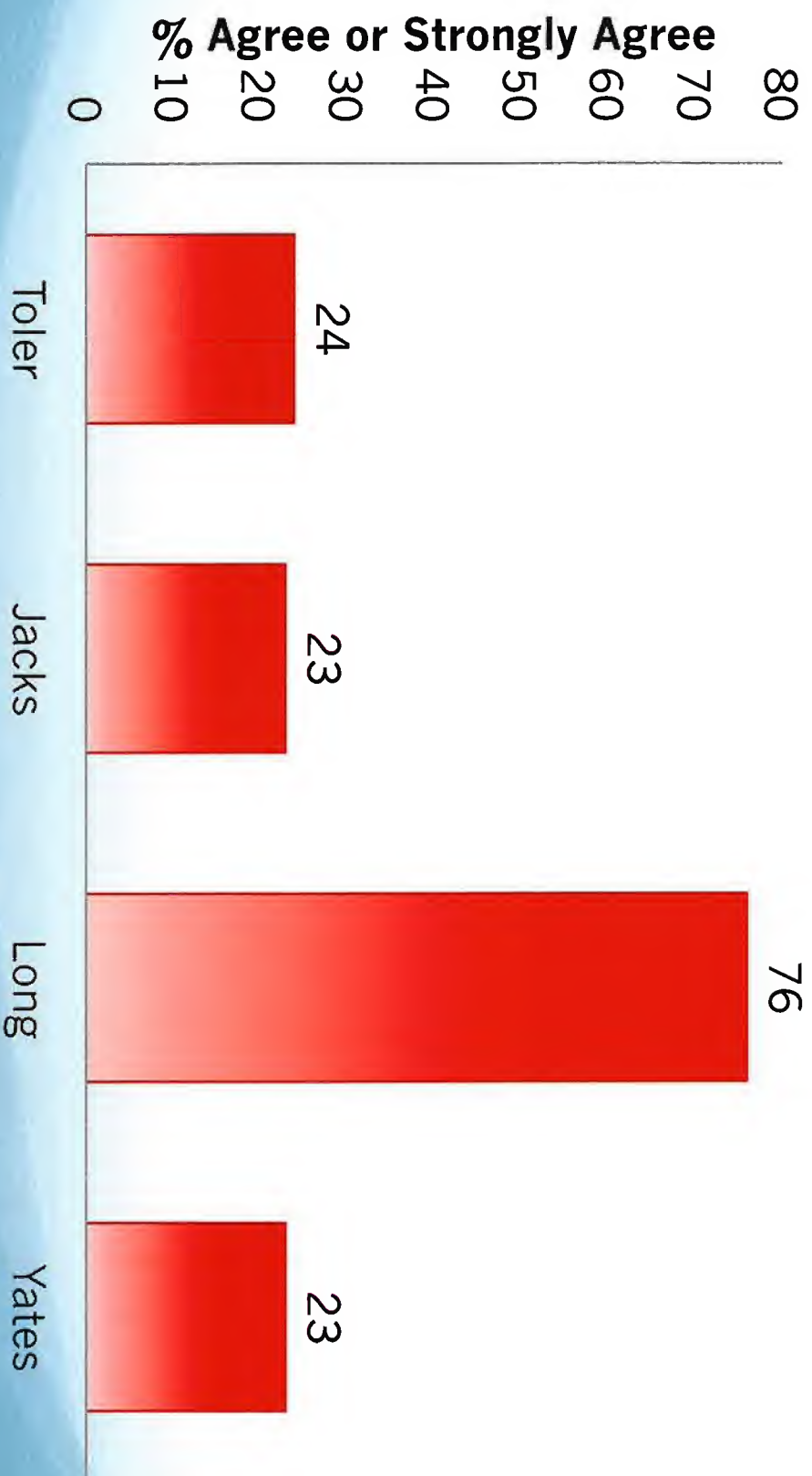
# Chief Comparison: Supports Supervisor Level Employees



# Chief Comparison: Supports Line Level Employees



# Chief Comparison: Confidence in Ability to Lead the Department into the Future



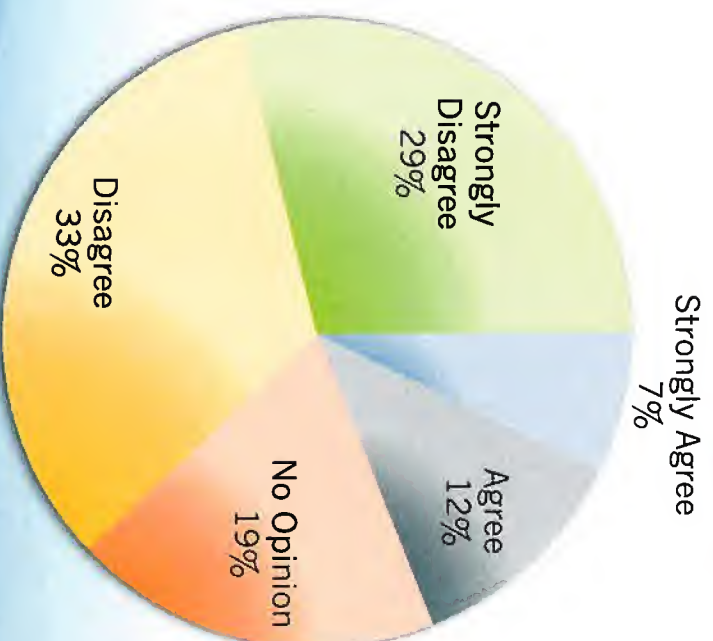


# Survey of Morale, Role Specific Training, Leadership and Communication



# My Opinions and Suggestions are Valued and Given Fair Consideration by the Administration

**19% Agree or Strongly Agree**



<u>Response</u>	<u>Count</u>
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Strongly Agree	12
----------------	----

Agree	19
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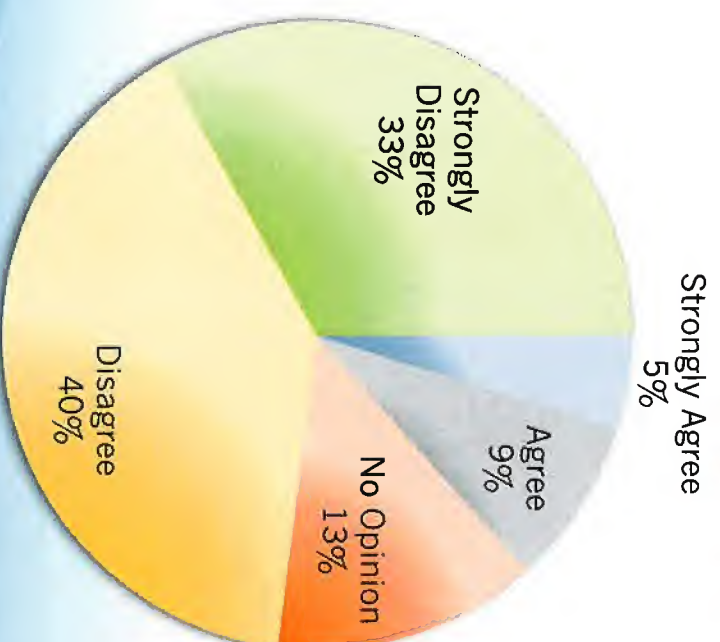
No Opinion	31
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Disagree	54
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Strongly Disagree	47
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Communication up and down the  
chain of command has improved over  
the past year

**14% Agree or Strongly Agree**



**Response**      **Count**

Strongly Agree      8

Agree      14

No Opinion      22

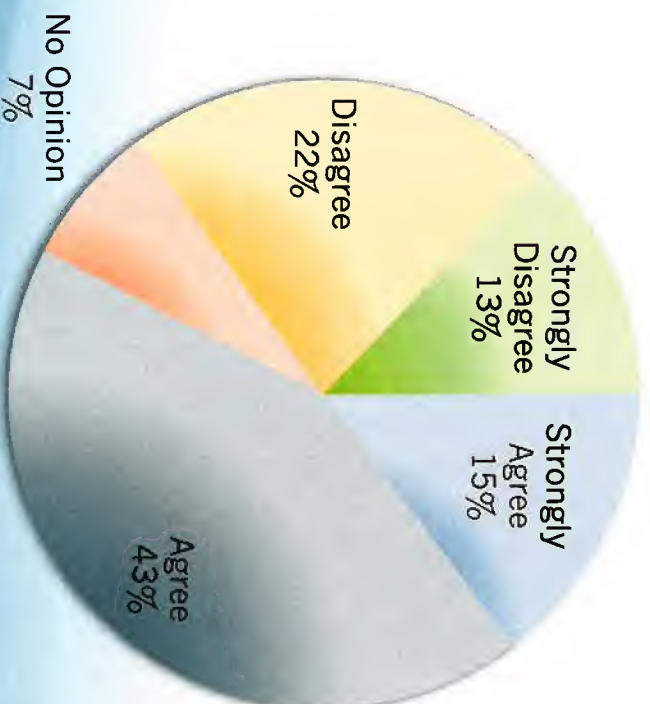
Disagree      65

Strongly Disagree      54



I receive adequate training related to my current assignment

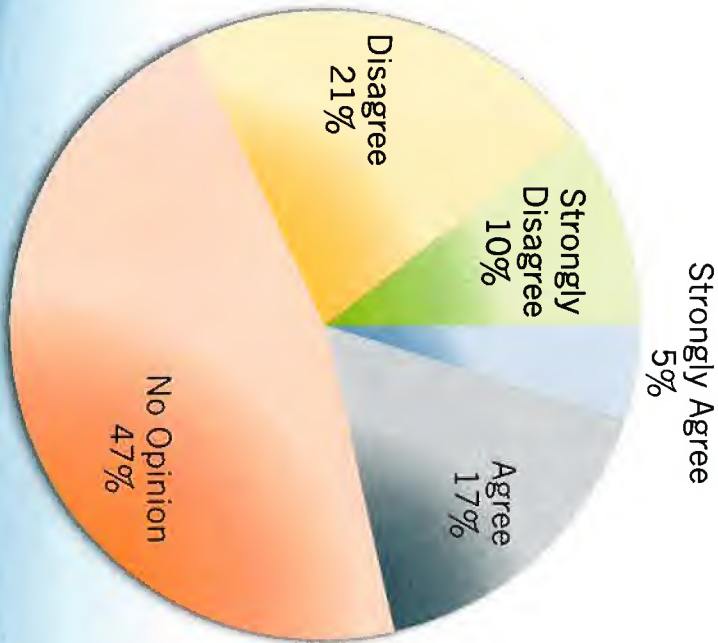
**58% Agree or Strongly Agree**



<u>Response</u>	<u>Count</u>
Strongly Agree	24
Agree	70
No Opinion	12
Disagree	36
Strongly Disagree	21

# Sergeants receive adequate supervisory and leadership training

**23% Agree or Strongly Agree**



Response                      Count

Strongly Agree                      8

Agree                                      27

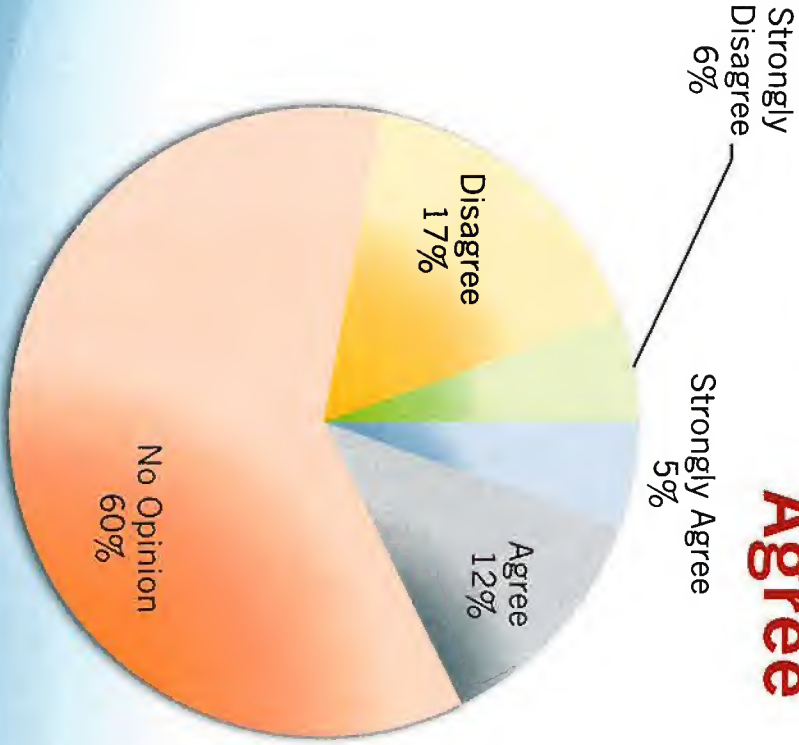
No Opinion                              76

Disagree                                  35

Strongly Disagree                      17

# Lieutenants receive adequate supervisory and leadership training

**19% Agree or Strongly Agree**

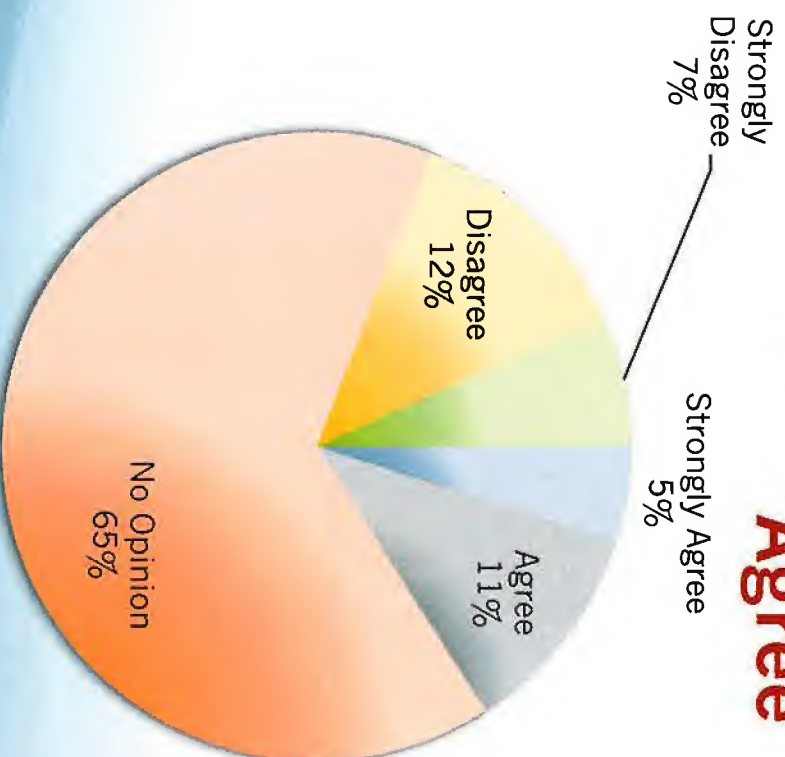


<u>Response</u>	<u>Count</u>
Strongly Agree	9
Agree	20
No Opinion	98
Disagree	27
Strongly Disagree	9



# Assistant Chiefs receive adequate supervisory and leadership training

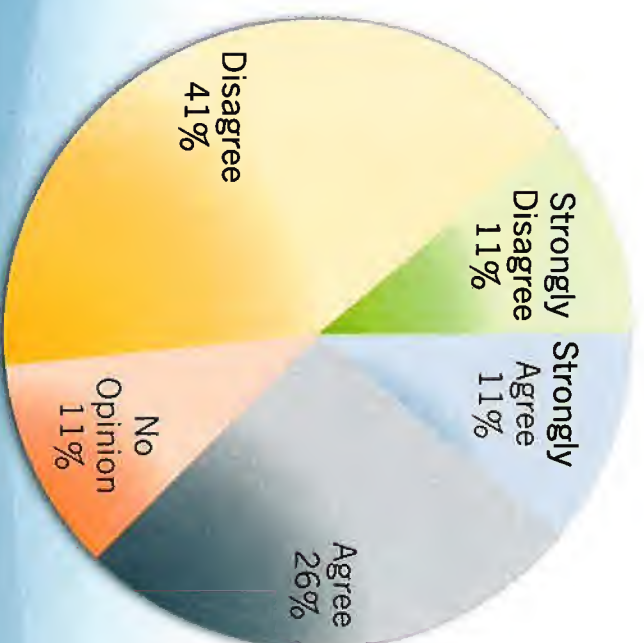
**16% Agree or Strongly Agree**



<u>Response</u>	<u>Count</u>
Strongly Agree	8
Agree	18
No Opinion	106
Disagree	20
Strongly Disagree	11

# The Department focuses on Training Personnel above minimum standards

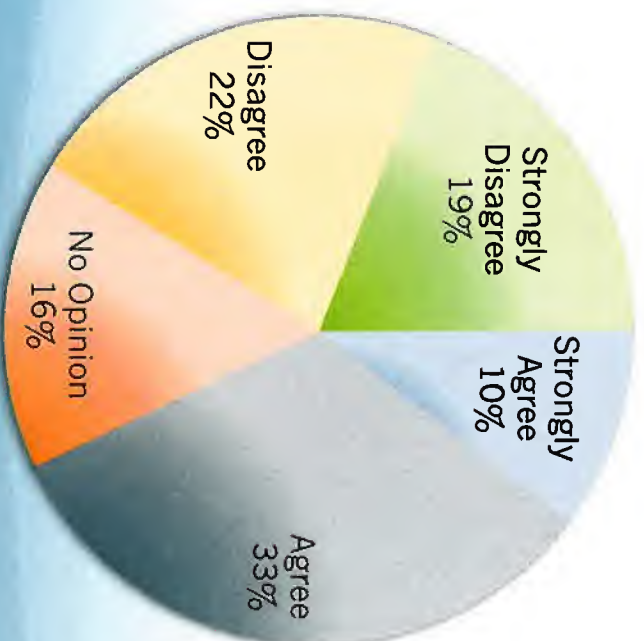
**37% Agree or Strongly Agree**



<u>Response</u>	<u>Count</u>
Strongly Agree	18
Agree	43
No Opinion	18
Disagree	66
Strongly Disagree	18

I receive the same opportunity for transfers/assignments as my peers.

**43% Agree or Strongly Agree**



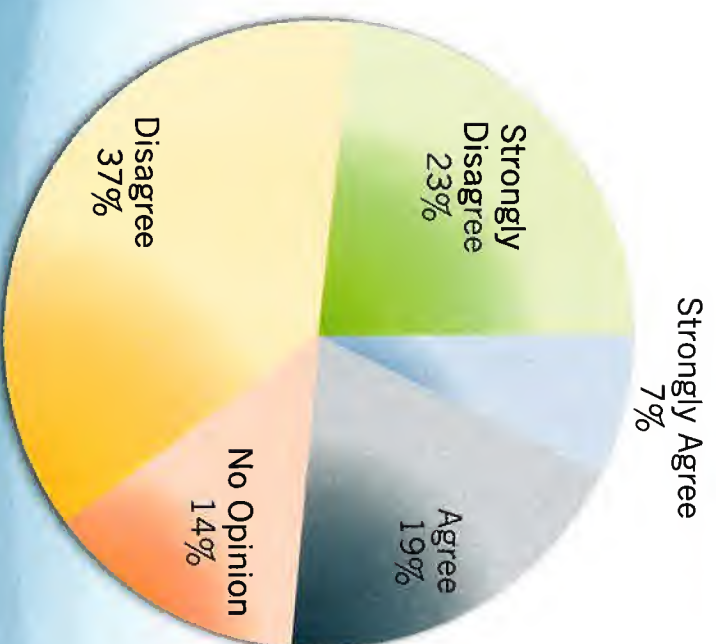
<u>Response</u>	<u>Count</u>
Strongly Agree	17
Agree	53
No Opinion	26
Disagree	36
Strongly Disagree	31



The Administration holds employees at all levels accountable for their actions.

**26% Agree or Strongly Agree**

**Agree**



Response      Count

Strongly Agree      12

Agree      31

No Opinion      22

Disagree      60

Strongly Disagree      38

# Chief Toler holds Sergeants responsible for their actions

**38% Agree or Strongly**

**Agree**

Strongly  
Disagree  
1%

Disagree  
15%

Strongly  
Agree  
9%

Agree  
24%

No Opinion  
51%

Response

Count

Strongly Agree

15

Agree

39

No Opinion

83

Disagree

25

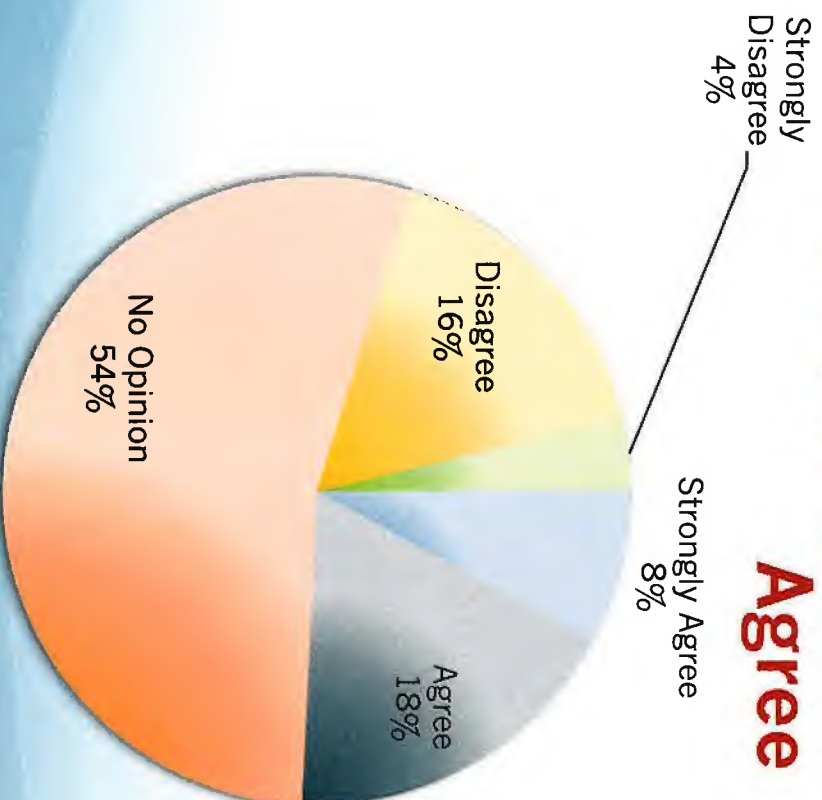
Strongly Disagree

1

# Chief Toler holds Lieutenants responsible for their actions

**26% Agree or Strongly**

**Agree**



Response

Count

Strongly Agree

13

Agree

29

No Opinion

88

Disagree

27

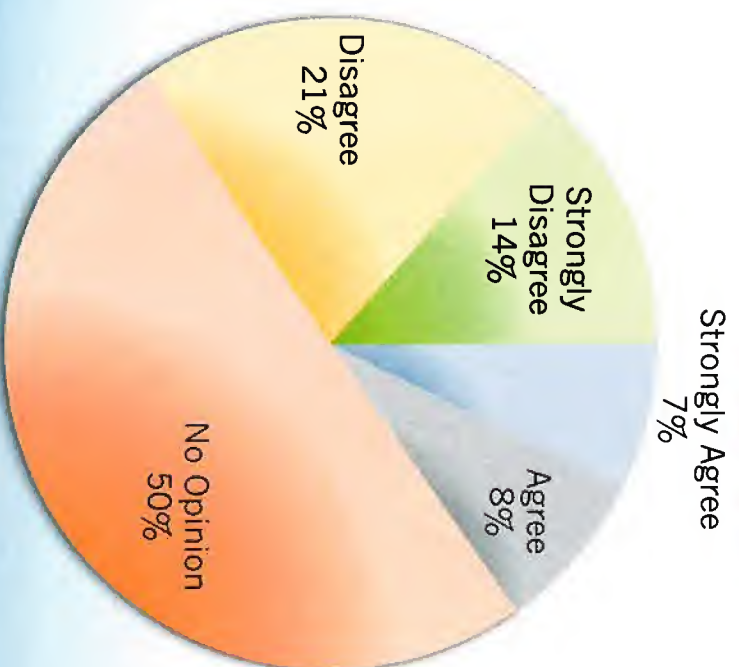
Strongly Disagree

6



# Chief Toler holds Assistant Chiefs responsible for their actions

**15% Agree or Strongly Agree**



Response      Count

Strongly Agree      12

Agree      13

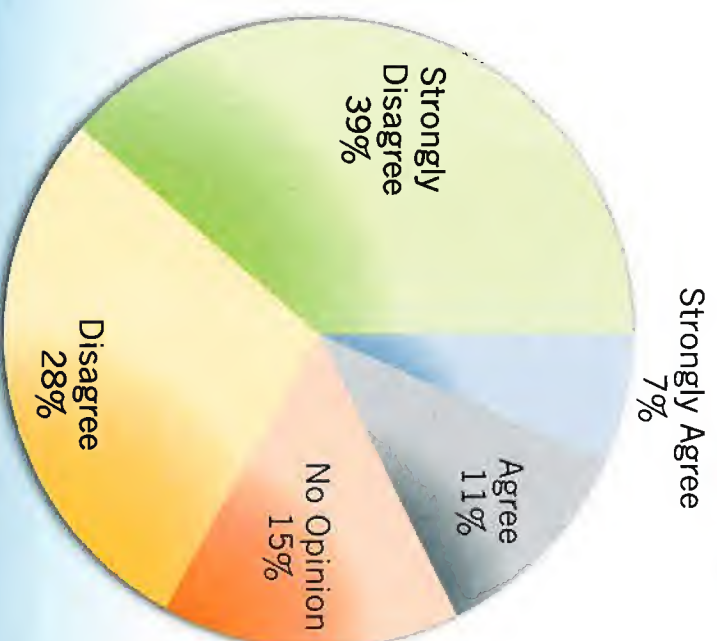
No Opinion      82

Disagree      34

Strongly Disagree      22

# Discipline is handled consistently for all department employees

**18% Agree or Strongly Agree**



**Response**      **Count**

Strongly Agree      11

Agree      18

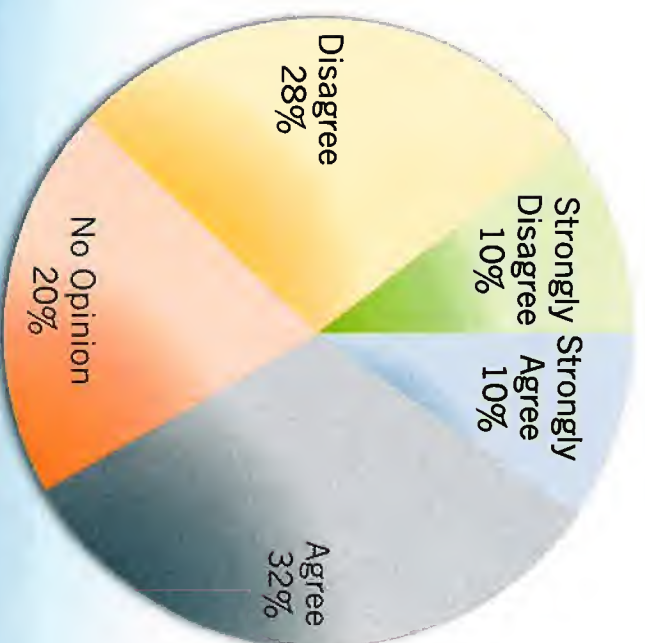
No Opinion      25

Disagree      46

Strongly Disagree      63

# TPD is “in tune” with common law enforcement practices

**42% Agree or Strongly Agree**

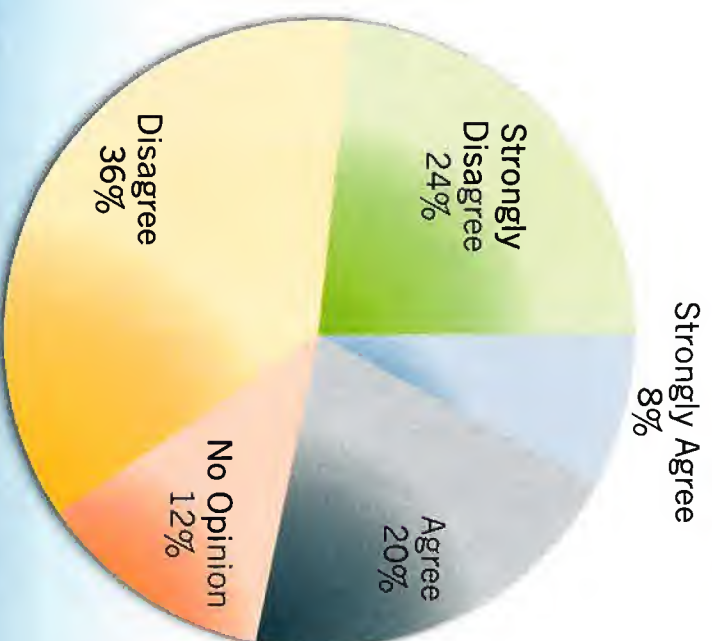


<u>Response</u>	<u>Count</u>
Strongly Agree	16
Agree	52
No Opinion	33
Disagree	45
Strongly Disagree	17



# TPD has clearly defined direction and goals

**28% Agree or Strongly Agree**



**Response**      **Count**

Strongly Agree      13

Agree      33

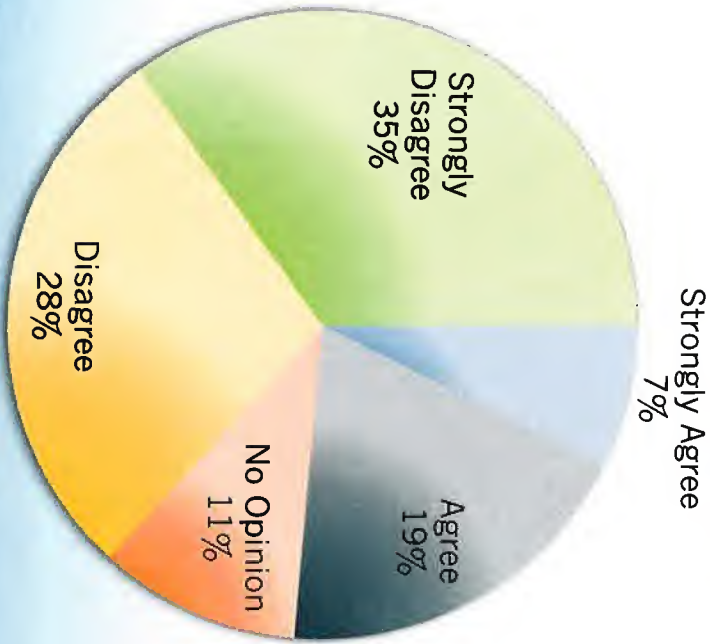
No Opinion      20

Disagree      59

Strongly Disagree      38

# My morale has improved over the past year

**26% Agree or Strongly Agree**



Response      Count

Strongly Agree      12

Agree      31

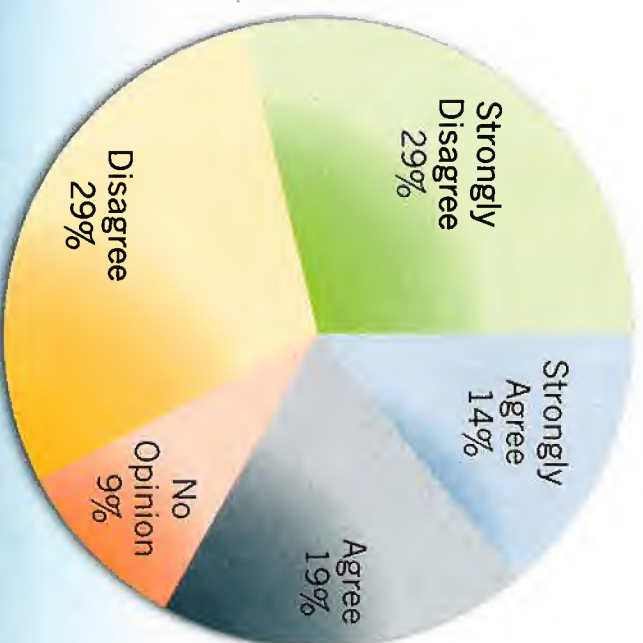
No Opinion      17

Disagree      46

Strongly Disagree      57

# My morale is High.

**33% Agree or Strongly Agree**



<u>Response</u>	<u>Count</u>
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Strongly Agree	23
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Agree	31
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No Opinion	15
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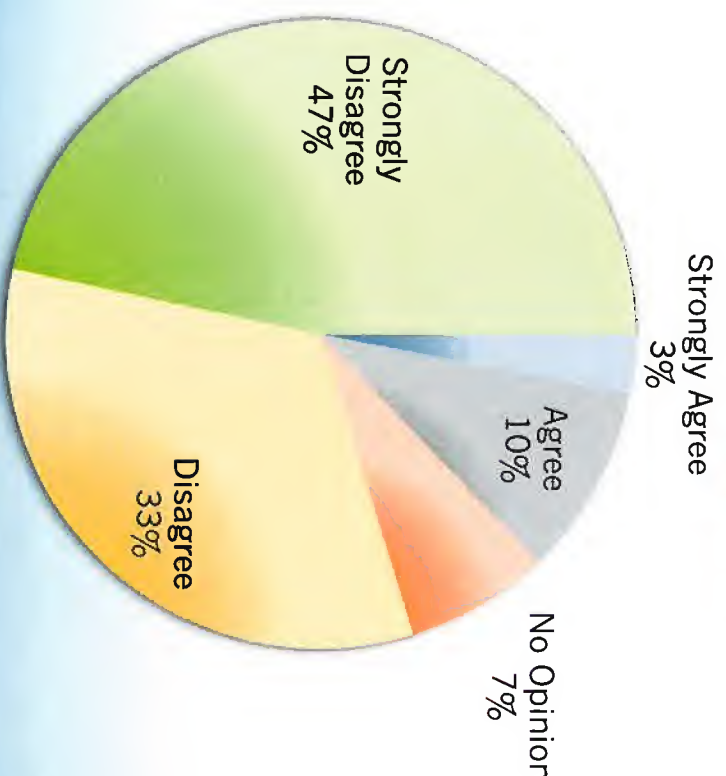
Disagree	47
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Strongly Disagree	47
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# Morale at the Tyler Police Department is High.

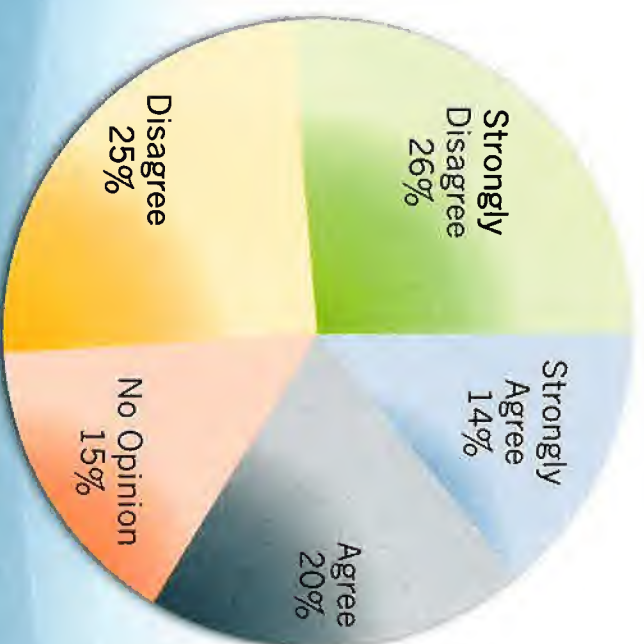
**13% Agree or Strongly Agree**



<u>Response</u>	<u>Count</u>
Strongly Agree	5
Agree	16
No Opinion	12
Disagree	54
Strongly Disagree	76

If TPD continues “as is,” I would be happy to finish my career at the Tyler Police Department.

**34% Agree or Strongly Agree**



<u>Response</u>	<u>Count</u>
Strongly Agree	23
Agree	32
No Opinion	25
Disagree	40
Strongly Disagree	43

End of Survey





